



**Equality & health analysis for
the proposed closure of St
Francesca Cabrini Roman
Catholic Primary School,
Southwark, London, SE23.**

October 2022

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity. The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme.

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering health and wellbeing implications, as health and health inequalities are strongly influenced by the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce health inequalities and this is reflected in its values and aims. For this reason, the council recommends considering health & wellbeing impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality analysis details

Proposed decision to which this equality analysis relates	Closure of St Francesca Cabrini RC Primary School, Southwark, London		
Equality analysis author	Ric Euteneuer, Principal Strategy Officer		
Strategic Director:	David Quirke-Thornton, Strategic Director		
Department	<i>Children's & Adults' Services</i> Division Education		
Period analysis undertaken	September – October 2022		
Date of review (if applicable)	Not applicable		
Sign-off	Nina Dohel	Position	Director of Education
			Date

Section 2: Brief description of policy/decision/business plan

1.1 Brief description of decision
The decision of whether to close St Francesca Cabrini Primary School from the 1st September 2023 onwards

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	School pupils School staff School teaching staff Local community
Key stakeholders were/are involved in this decision	School pupils School staff School teaching staff Local community All other schools/admission authorities in Southwark, governing bodies and academy trusts Neighbouring Councils (Lambeth, Tower Hamlets, Lewisham, Croydon, Wandsworth, and Westminster) All Southwark Councillors and MPs The Catholic Diocese & the SDBE Appropriate trade Unions

Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated, it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).							
Potential impacts (positive and negative) of proposed policy/decision/business plan				Potential health impacts (positive and negative)			
There have been no differential impacts identified related to age – all primary schools that children are transferring to are the same age range. In terms of the age range of staff, staff recruitment, redeployment and redundancy are not based on age. It is noted that the majority of the workforce is aged 40 years plus (82% of 39 employees).				There are no differential health impacts identified related to age			
Equality information on which above analysis is based				Health data on which above analysis is based			
The schools roll at the start of term consisted of 86 pupils, with less pupils in the lower year groups than higher year groups. This could have been an issue if there had been fewer vacancies in these year groups – the situation on the ground was that there were over 800 vacancies in R to 6 across all age groups, so age did not play a part in selection alternative provision for pupils.							
R	1	2	3	4	5	6	Total
14	6	12	13	11	12	25	86 incl 8.6 FTE N pupils
Mitigating actions to be taken							
None required				None required			

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.							
Potential impacts (positive and negative) of proposed policy/decision/business plan				Potential health impacts (positive and negative)			
There have been no differential impacts identified related to disability – all primary schools that children are transferring to are disabled accessible, and most children have been offered a school of choice. The same would go to staff with a disability – the redundancy and redeployment policy and practice would mean that were staff redeployed, the workplace would be disabled				There have been no differential health impacts identified related to disability.			

accessible; in terms of staff redundancy policy, staff would not be differentially affected according to their disability status.	
Equality information on which above analysis is based	Health data on which above analysis is based
https://www.gov.uk/government/statistics/disability-prevalence-estimates-200203-to-201112-apr-to-mar	
<p>This states that the Office for Disability Issues has updated Department for Work and Pensions estimates, which show there are 11.6 million disabled people in Great Britain, of whom 5.7 million are adults of working age. 5.1 million are over state pension age and 0.8 million are children. 1.2 million residents of London were estimated to be disabled.</p> <p>This gives the latest disability prevalence within the UK. This was not broken down below sub regional geography, but this would equate to around 14.4% of the population, of whom 6.7% would be children of school age – or around 1,570 primary (4-11) and 950 secondary (11-19) aged children across Southwark. This does not include children being educated at special schools – totaling around 400 children. These figures derive from the School's Census 2019, which is the latest contextual information available. If disability includes children who have Special Educational Needs, then there are 2 children at the school with Education and Healthcare Plans (EHCP) and a further 19 who are "SEND Plus"</p>	
Mitigating actions to be taken <p>All of these children have been supported throughout the transfer process and will continue to be supported at their new school from hereon in, or when they transfer there in September 2023.</p>	

Gender reassignment - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
Children are unlikely to be undergoing gender re-assignment. Staff who were undergoing gender reassignment would not be discriminated in terms of redundancy or redeployment	This will not have a disproportionate affect on staff or pupils undergoing gender reassignment
Equality information on which above analysis is based.	Health data on which above analysis is based
<p>When the GRA (Gender Recognition Act - giving birth certificate change, marriage, was passed by Parliament, related government literature at the time estimated 6,000 "visible" transsexual people in the UK. These were people living fully in "opposite gender" role, pre and post-ops, who had come to statistical attention through applying for Passports in their changed status, or being referred to or having passed through gender clinics and the NHS. This was therefore estimated to be 0.01% of the population or around one in 10,000 people. This was not broken down by sub national geography, but, applying this proportion to Southwark, this would equate to around 30 "transgender" people in Southwark, across a range of ages.</p>	
Mitigating actions to be taken <p>None required</p>	

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)															
Marriage and civil partnership would only affect the parents, carers, Marital or civil partnership status, and does not form part of the closure or redundancy process	No differential health impact on marital status has been identified.															
Equality information on which above analysis is based	Health data on which above analysis is based															
Data extracted from the Census 2011 shows that comparative data for Southwark, inner London, the whole of London and England at Census time; Southwark has a slightly lower percentage of residents who are married than Inner London, and lower than that as London as a whole, as well as England. For Civil partnerships, Southwark is higher than Inner London, London as a whole and England.																
<table border="1"> <caption>Data from Census 2011: Percentage of married and civil partnership residents</caption> <thead> <tr> <th>Status</th> <th>Southwark</th> <th>Inner London</th> <th>London</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>Married</td> <td>28.5%</td> <td>31.0%</td> <td>39.8%</td> <td>46.6%</td> </tr> <tr> <td>Civil Partnership</td> <td>0.9%</td> <td>0.7%</td> <td>0.4%</td> <td>0.2%</td> </tr> </tbody> </table>		Status	Southwark	Inner London	London	England	Married	28.5%	31.0%	39.8%	46.6%	Civil Partnership	0.9%	0.7%	0.4%	0.2%
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Mitigating actions to be taken	None required															

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
Pregnancy and maternity status would not affect pupils, and would only affect the parents, carers, and teaching/non-teaching staff at the school. Marital or civil partnership status, and does not form part of the closure or redundancy process	No differential health impact on marital status has been identified.

Equality information on which above analysis is based	Health data on which above analysis is based																
Southwark's birth rate has declined in 2013 and 2014, but the last comparative statistics published by ONS for London and England showed that Southwark has a slightly lower level of births per 1000 women, and less births per woman than England and London.																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">2012 - ONS</th> <th style="text-align: center;">Southwark</th> <th style="text-align: center;">London</th> <th style="text-align: center;">England</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Live births</td> <td style="text-align: center;">5,030</td> <td style="text-align: center;">134,186</td> <td style="text-align: center;">694,241</td> </tr> <tr> <td style="text-align: center;">General Fertility Rate (GFR)*</td> <td style="text-align: center;">62.7</td> <td style="text-align: center;">67.0</td> <td style="text-align: center;">64.9</td> </tr> <tr> <td style="text-align: center;">Total Fertility Rate (TFR)**</td> <td style="text-align: center;">1.72</td> <td style="text-align: center;">1.84</td> <td style="text-align: center;">1.94</td> </tr> </tbody> </table> <p>* number of live births per 1,000 women aged 15-44 ** number of live children that a group of women would bear if they experienced the age-specific fertility rates of the calendar year in question throughout their childbearing lifespan</p>		2012 - ONS	Southwark	London	England	Live births	5,030	134,186	694,241	General Fertility Rate (GFR)*	62.7	67.0	64.9	Total Fertility Rate (TFR)**	1.72	1.84	1.94
2012 - ONS	Southwark	London	England														
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General Fertility Rate (GFR)*	62.7	67.0	64.9														
Total Fertility Rate (TFR)**	1.72	1.84	1.94														

Mitigating actions to be taken

None required

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others																																							
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)																																						
The school population and workforce are as diverse as the local population. Staff and pupils will most likely be transferred or redeployed to schools in the locality that are as diverse as St Francesca Cabrini Primary School, so there will be no negative impact in terms of race.	There have been no differential health impacts identified related to race																																						
Equality information on which above analysis is based																																							
The ethnicity data derives from the Schools Census 2021 which is the latest detailed ethnic breakdowns available – a breakdown of all Southwark primaries is given. School level Ethnicity data is not presently available																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Ethnicity</th> <th style="text-align: right;">Percent of primary pupils</th> </tr> </thead> <tbody> <tr> <td>Black - Black African</td> <td style="text-align: right;">25.0</td> </tr> <tr> <td>White - White British</td> <td style="text-align: right;">21.4</td> </tr> <tr> <td>White - Any other White background</td> <td style="text-align: right;">9.4</td> </tr> <tr> <td>Any other ethnic group</td> <td style="text-align: right;">7.6</td> </tr> <tr> <td>Mixed - Any other Mixed background</td> <td style="text-align: right;">6.6</td> </tr> <tr> <td>Black - Black Caribbean</td> <td style="text-align: right;">6.3</td> </tr> <tr> <td>Black - Any other Black background</td> <td style="text-align: right;">5.3</td> </tr> <tr> <td>Unclassified</td> <td style="text-align: right;">4.1</td> </tr> <tr> <td>Mixed - White and Black Caribbean</td> <td style="text-align: right;">3.3</td> </tr> <tr> <td>Asian - Bangladeshi</td> <td style="text-align: right;">2.1</td> </tr> <tr> <td>Mixed - White and Black African</td> <td style="text-align: right;">2.1</td> </tr> <tr> <td>Asian - Any other Asian background</td> <td style="text-align: right;">1.8</td> </tr> <tr> <td>Mixed - White and Asian</td> <td style="text-align: right;">1.8</td> </tr> <tr> <td>Asian - Chinese</td> <td style="text-align: right;">1.3</td> </tr> <tr> <td>Asian - Pakistani</td> <td style="text-align: right;">0.7</td> </tr> <tr> <td>Asian - Indian</td> <td style="text-align: right;">0.7</td> </tr> <tr> <td>White - Irish</td> <td style="text-align: right;">0.4</td> </tr> <tr> <td>White - Traveller of Irish heritage</td> <td style="text-align: right;">0.1</td> </tr> </tbody> </table>		Ethnicity	Percent of primary pupils	Black - Black African	25.0	White - White British	21.4	White - Any other White background	9.4	Any other ethnic group	7.6	Mixed - Any other Mixed background	6.6	Black - Black Caribbean	6.3	Black - Any other Black background	5.3	Unclassified	4.1	Mixed - White and Black Caribbean	3.3	Asian - Bangladeshi	2.1	Mixed - White and Black African	2.1	Asian - Any other Asian background	1.8	Mixed - White and Asian	1.8	Asian - Chinese	1.3	Asian - Pakistani	0.7	Asian - Indian	0.7	White - Irish	0.4	White - Traveller of Irish heritage	0.1
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White - Gypsy/Roma	0.1
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Additionally, 41% of the school's pupil population have English as an additional language, which is around twice the national average, but not atypical for Southwark or inner London. The surrounding schools have much the same language breakdown.

The closure of the school will not have a differential effect on different ethnicities, as race or ethnicity forms no part of the selection process for places and the schools that lie in the vicinity of St Francesca Cabrini are generally of a similar ethnic make-up as St Francesca Cabrini RC Primary School itself.

Unfortunately, as there is no ethnic breakdown of staff available, it has not proved possible to benchmark the school against the ethnic breakdown of the borough, but anecdotally, we are aware that the school is as diverse as the community it serves, and the closure of the school will not alter this, given that schools in the locality are as diverse as St Francesca Cabrini RC Primary School.

Mitigating actions to be taken

None required

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
The closure of St Francesca Cabrini will not alter the balance of denominational education in terms of the balance between Roman Catholic and C of E Education – this will remain 55:45 in terms of places offered to applicants. In term of the effect of closing the school and other schools being able to re-accommodate children wishing to attend a Catholic school, it should be noted that there are 770 vacancies in Catholic Primary Schools in Southwark, as well as 328 within Peckham and Nunhead, both many times greater than the roll presently attending the school. Given the wide geographical spread of the children attending the school, it is not felt there would be a negative effect on children's ability to attend a denominational school	There have been no differential health impacts identified related to religion or belief

Equality information on which above analysis is based	Health data on which above analysis is based
The division of places by school denomination is as follows. The closure of St Francesca Cabrini RC Primary School will have a small (0.8%) effect on the number of RC places available in Southwark. Overall, denominational places will fall by 0.1%. A division of places are given below. The overall RC/C of E balance will remain 55%:45% post potential closure.	

School type	Places Jan 23 R to 6	Places Sep 22 R to 6
Community Schools	50.3%	50.5%
Foundation School	2.0%	2.1%
Academies	12.8%	12.8%
VA Schools	24.5%	24.6%
RC VA Schools	13.5%	13.6%

CE VA Schools	11.0%	11.1%
Free Schools	23.3%	22.8%

In terms of pupil numbers, the projected numbers will remain similar to last year, with a slight increase of demand at denominational and RC level. Numbers overall are projected to decline, so the demand will decrease proportionately.

School type	Pupils Jan 23	Pupils Jan 22
Community Schools	48.8%	48.4%
Foundation School	1.7%	1.7%
Academies	14.1%	14.2%
VA Schools	24.7%	24.2%
RC VA Schools	13.6%	13.4%
CE VA Schools	11.1%	10.8%
Free Schools	24.7%	25.7%

Mitigating actions to be taken

None required

Sex - A man or a woman.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There will be zero impact on the gender balance as a result of the school closure, as all our primary schools are mixed gender, and the closure will not affect that balance. It is noted that the majority of staff are female (85% plus). This profile is not atypical in primary schools and will not impact upon redeployment, alternative employment in like roles or redundancy.	There have been no differential health impacts identified related to sex
Equality information on which above analysis is based	Health data on which above analysis is based
Equality information on which above analysis is based The proportion of boys and girls in primary schools are split 50%:50% by gender (Source: Pupil Census return 2022), which matches the prevalence in the local population (Source ONS Census 2021)	

Mitigating actions to be taken

None required

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There will be minimal impact on sexual orientation as a result of the school closure, as all our primary schools are mixed gender, and the closure will not affect that balance.	There have been no differential health impacts identified related to sexual orientation
Equality information on which above analysis is based	Health data on which above analysis is based
The Integrated Household Survey undertaken in 2010 revealed that almost three-quarters of a million UK adults say they are gay, lesbian or bisexual - equivalent to 1.5% of the population. This was not broken down by sub national geography, but applying this proportion to the number of residents in Southwark, this would equate to around 4,000 LGBTQ inhabitants in the borough.	

Mitigating actions to be taken

None required

Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)										
There will be minimal impact on the local Socio-economic disadvantage as a result of the school closure. The schools in the locality of St Francesca Cabrini RC Primary School are of a similar socio economic make up as St Francesca Cabrini RC Primary School itself, so the closing of the school will not alter this in itself. As regards the school's staff, we would expect staff to find work in other Southwark schools of a similar type to St Francesca Cabrini RC Primary School.	There have been no differential health impacts identified related to religion or belief Socio-economic disadvantage										
Equity information on which above analysis is based	Health data on which above analysis is based										
The only measure for us that is freely available to compare socio-economic disadvantage is eligibility for free school meals (FSM), which is widely used as a proxy for deprivation across education.	As can be seen, Southwark is higher than the national and London average, and St Francesca Cabrini RC Primary School is higher than Southwark's.										
<table border="1"> <thead> <tr> <th>Area</th><th>SFC</th><th>Southwark</th><th>London</th><th>England</th></tr> </thead> <tbody> <tr> <td>FSM %</td><td>32.7%</td><td>22.7%</td><td>21.1%</td><td>19.7%</td></tr> </tbody> </table>		Area	SFC	Southwark	London	England	FSM %	32.7%	22.7%	21.1%	19.7%
Area	SFC	Southwark	London	England							
FSM %	32.7%	22.7%	21.1%	19.7%							
The schools in the locality where the children will potentially attend are of a similar or lower level of socio-economic disadvantage to St Francesca Cabrini RC Primary School, so the transfer of children (or indeed staff) to a different location will not have a discernable effect on this.											
Mitigating actions to be taken											
None required											

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Potential impacts (positive and negative) of proposed policy/decision/business plan

The legislation has been updated to take account of the UK's agreement to the HRA. They are now

- Article 2: Right to life
- Article 3: Freedom from torture and inhuman or degrading treatment
- Article 4: Freedom from slavery and forced labour
- Article 5: Right to liberty and security
- Article 6: Right to a fair trial
- Article 7: No punishment without law
- Article 8: Respect for your private and family life, home and correspondence

- Article 9: Freedom of thought, belief and religion
- Article 10: Freedom of expression
- Article 11: Freedom of assembly and association
- Article 12: Right to marry and start a family
- Article 14: Protection from discrimination in respect of these rights and freedoms
- Protocol 1, Article 1: Right to peaceful enjoyment of your property
- Protocol 1, Article 2: Right to education
- Protocol 1, Article 3: Right to participate in free elections
- Protocol 13, Article 1: Abolition of the death penalty

Articles 1 and 13 of the ECHR do not feature in the Act. This is because, by creating the Human Rights Act, the UK has fulfilled these rights. For example, Article 1 says that states must secure the rights of the Convention in their own jurisdiction. The Human Rights Act is the main way of doing this for the UK. Article 13 makes sure that if people's rights are violated they are able to access effective remedy. This means they can take their case to court to seek a judgment. The Human Rights Act is designed to make sure this happens.

The closure of St Francesca Cabrini RC Primary School could potentially affect Protocol 1, Article 2: Right to education, but the fact that the LA has sought and obtained alternative school places for all pupils displaced by this action means that this does not apply

Information on which above analysis is based

The website below gives guidance to the 16 articles and individual details for each
<http://www.equalityhumanrights.com/your-rights/human-rights/what-are-human-rights/human-rights-act>

Mitigating actions to be taken

None required

Section 5: Further actions and objectives

5. Further actions

Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.

Number	Description of issue	Action	Timeframe
No equality issues have been identified, so no mitigations are required			

5. Equality objectives (for business plans)

Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Not applicable, as this is not a business plan				

5. Health objectives (for business plans)

Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Not applicable, as this is not a business plan				