

**SCHEDULE OF BUDGET PROPOSALS AND EIA REFERENCE NUMBERS - ADULTS AND PUBLIC HEALTH**

<b>Proposal Reference Number</b>	<b>Proposal Description</b>	<b>Cabinet Portfolio</b>	<b>Full?</b>
3.1	Commissioning Transformation and Contract Efficiencies	Adults & Public Health	<b>FULL</b>
3.2	Mental Health Placements	Adults & Public Health	Part 1 only
3.3(i)	Operations Alignment - Customer Journey	Adults & Public Health	<b>FULL</b>
3.3 (ii)	Well being and prevention services – including Assistive Technology	Adults & Public Health	<b>FULL</b>
3.5	High Cost, High Needs Packages Review	Adults & Public Health	<b>FULL</b>
3.6	Better Care Fund - Health Integration Benefit Share	Adults & Public Health	<b>FULL</b>
3.8	Public Health Funded Initiative – Improving Social Isolation	Adults & Public Health	Part 1 only
3.12	Mental Health Placements	Adults & Public Health	Part 1 only
3.14	Learning Disability Placements and Supplies/Services Review	Adults & Public Health	Part 1 only
3.15	Line by Line review of all supplies/services budgets	Adults & Public Health	Part 1 only
3.16	Alternative funding for Westminster Shopper	Adults & Public Health	<b>FULL</b>
3.23	Public Health – Grant/Contract Reductions	Adults & Public Health	Part 1 only
3.24	Public Health - efficiencies to offset inflation pressures	Adults & Public Health	Part 1 only



## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

## Title of Proposal

This EIA covers three closely related ASC Westminster Savings proposals;

**3.1 Commissioning Transformation and Contract Efficiencies – including work with public health and children’s services.**

**3.3ii Commissioned well-being and prevention services – including AT.**

**3.16 Re-provide or refund the shopping Service**

## Lead Officer

- i. Full Name: Selina Douglas
- ii. Position: Director, ASC Commissioning and Enterprise
- iii. Department: Adult Social Care
- iv. Contact Details: 020 7641 2165, selina.douglas@lbhf.gov.uk

**Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.**

Yes

Date of original EIA: 18<sup>th</sup> October

## Version number and date of update

Version 2.0:  
11<sup>th</sup> November 2015

## SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

### 1.1 What are you analysing?

Reduction of the cost of Adult social care services currently commissioned through external providers. The following dual approach is being taken Contract Efficiencies (continuation of work undertaken in 2015/16 and Transformational Re-Commissioning.

This proposal has been developed substantially over 2015/16 following initial review and efficiency management work undertaken in 2015. This has concluded that the scope of further savings through efficiencies (i.e. negotiations on price and service levels and harmonising contracts) will not meet the full savings targets. A more transformational approach is also required. This will apply a progressive strategy including outcomes based commissioning, personalisation, joint commissioning and lead provider partnerships. The approach will be applied across key customer pathways that are linked to portfolios of contracts e.g. prevention services. A second level review to validate the scope for contract

efficiencies across all Adult Social Care provider contracts and set out a programme for transformational re-commissioning is underway and is due for completion in mid February 2016. Following this a detailed procurement plan will be developed by the end of March 2016.

Savings in 2016-18 will be more focused on the transformational approach described. Work with Public Health and Children's Services will be included in the next level analysis and planning process described.

Efficiency work has involved.

- i. Renegotiation of residential and nursing placements that have been let as 'spot' contracts
- ii. Renegotiation and contract variation on existing framework and block contracts
- iii. Re-procurement of services on a tri-borough basis. This will include:
  - Benchmarking against the market to ensure contracts represent the best value for money and are competitively priced,
  - Renegotiation of contract terms and re-procurement of services where necessary to secure the best value and minimise concentration of risk,
  - Reduction in the number of contracts to ensure these can be effectively managed within available contract management resources,
  - Harmonisation of contract management processes and systems to deliver staffing efficiencies.

**1.2 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?**

**Efficiency work:** disproportionate impact is not expected as there is a commitment to maintaining or improving service levels. Any negotiations on price or service level that are related to the provision of culturally specific services will be negotiated with a commitment to maintaining aspects that meet specific cultural needs.

**Transformation work:** Position is not clear; each transformational re-commissioning will require its own detailed EIA and the programme will not be established until Q4 of 2015/16. The focus will be on continuation of services that deliver priority outcomes.

	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	reassignment				
	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>  <u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	None / Minimal	Significant
		x	<input type="checkbox"/>
		This relates to the current scope of what is being delivered i.e. efficiencies.	

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes X    No <input type="checkbox"/> see approach below

1.5	How have you come to this decision?
	<p>There is no value in undertaking an overarching EIA for this proposal at this stage. This is because;</p> <p>The renegotiation of existing contracts is not expected to directly impact services or specific customer groups. Any impact would be specific to contract; the requirement for an EIA will therefore be reviewed on a case by case basis, as part of re-negotiation and re-procurement of individual contracts. Specific attention will be paid to negotiations that are focused on services that aim to meet culturally specific needs and/or where service levels are substantially reduced.</p> <p>An EIA may be required for each major re-commissioning projects that is agreed within the above noted detailed procurement plan by end March 2016. The plan will be sectioned into four themes; front door and prevention, reablement, community based care and support services and accommodation based care and support services.</p>

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed on a case-by-case basis, as individual contracts are reviewed and re-commissioning projects are planned. The following sections have not been completed.*

2.1 <b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
How many people use the service currently? What is this as a % of Westminster's population?	
Disabled people	
Particular ethnic groups	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientations	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Any other groups who may be affected by the proposal?	

2.2 <b>Summary (to be completed following analysis of the evidence above)</b>				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

#### 3.1 Consultation Information

*This section should record the consultation activity undertaken in relation to this project, policy or proposal*

i. Who have you consulted with?

ii. How did you consult? (inc meeting dates, activity undertaken & groups consulted)

#### 3.2 What might the potential impact on individuals or groups be?

*Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups*

Generic impact (across all groups)	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
Disabled people	
Particular ethnic groups	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Other excluded individuals and	

groups	
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## SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	<b>Impact 1: [Insert impact here]</b>	Consider options as to what we can do to reduce the impact
	<b>Impact 2: [Insert impact here]</b>	
	<b>Impact 3: [Insert impact here]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

<b>4.3</b>	<b>Please document the reasons for your decision</b>	

<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	

<b>4.5</b>	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	



## SECTION 5: Next Steps

5.1

### Action Plan

Complete the action plan if you need to reduce or remove the negative impacts you have identified, gaps.

*NB. Add any additional rows, if required.*

	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead Unit & Contact Details
1	Review EIAs required following the development and agreement of a detailed procurement plan (including whether the shopping service will be re-provided or re-funded)	All	Avoid or limit adverse impact and ensure diversity of needs are understood and met.	In place	Helen Worwood Interim AD AS Commissioning

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Scale of savings required means that cuts to services may be required.	Critical	Focus on all opportunities to assure continuity of services to deliver priority outcomes	12	
2	Value of culturally specific services may not be aligned to additional costs.	Critical	Clear negotiation, robust consultation and negotiation to assure continuity of vital services at the right price.	9	



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: ..... *M. Boyle* .....

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: ..... *Adult Social Care, Commissioning* .....

Email & Telephone Ext: mike.boyle@lbhf.gov.uk

Date of Completion (15/10/15)..... *25/1/16* .....

**WHAT NEXT?**

Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)



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## Title of Proposal

Adult Social Care Westminster Savings Proposals –  
3.2 Mental Health Placements Review (Supported Living)  
3.12 Mental Health Placements (Residential)

## Lead Officer

- i. Full Name: Stella Baillie
- ii. Position: Tri-Borough Director of Provided Services
- iii. Department: Adult Social Care
- iv. Contact Details: Stella.Baillie2@lbhf.gov.uk

Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.

Yes

18<sup>th</sup> October 2014

## Version number and date of update

Version 2.0: Section 1

15<sup>th</sup> November 2015

## SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

### 1.1 What are you analysing?

Proposal to conduct a review of people with substantial and severe and enduring mental illness (SEMI) in higher cost supported housing and spot purchased high cost residential placements, to identify scope for providing alternative packages of care and support.

This work focuses on two associated key transition management pathways:

- transition from higher cost supported housing services to more independent and lower cost services.
- use of supported living provision and community support packages to enable more people to be transitioned into independent accommodation and in-Borough placements.

1.2 Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?					
		None	Positive	Negative	Not sure
	Disabled people		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	x	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3 What do you think that the overall <b>NEGATIVE</b> impact on groups and communities will be?		None / Minimal	Significant
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u></p>		x	<input type="checkbox"/>

1.4 Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?	
Yes	<input type="checkbox"/> No <b>X</b>

1.5 How have you come to this decision?	
Changes to care packages will be based on the outcome of a care plan review and will be mutually agreed with the customer and reflect their eligible needs. Whilst a consideration of impact will be undertaken through the annual review process to obtain a picture of actual impact the focus of this change is on delivering more appropriate services.	

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this project*

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
	<b>How many people use the service currently? What is this as a % of Westminster's population?</b>	<b>The service supports approximately 1100 service users in community and residential settings at any one time which is 0.48% of the population.</b>
	<b>Disabled people</b>	<p><b>The services are targeting people with substantial and severe MH illness many of whom have long term and enduring needs.</b></p> <p><b>The focus of this saving is on moving people to the most appropriate service setting and independent living which is the preference of most customers.</b></p>
	<b>Particular ethnic groups</b>	
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>					
	<b>Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?</b>	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	<b>Disabled people</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

***In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.***

<b>3.1 Consultation Information</b>	
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p><b>i. Who have you consulted with?</b>            Consultation takes place through business as usual care management work – that is face to face assessment and review activity.</p> <p><b>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</b>  <i>As above</i></p>
<b>3.2 What might the potential impact on individuals or groups be?</b>	
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
<b>Generic impact (across all groups)</b>	There could be an adverse response and/or



		motivation to the identified change of service by some customers initially. This would require careful management and a focus on the positive aspects of what is being proposed and how it promotes independence and security.
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientation</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>Disabled people</b>	
	<b>Particular ethnic groups</b>	Prospective changes to services will need to consider the meeting of culturally specific needs – this is core business for adult social care.
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Other excluded individuals and groups</b>	

#### SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	<b>Impact 1: [Varying appetite, motivation and/or security with the recommended changes]</b>	<b>Reviewing services and making changes so that they are more appropriate to needs is a core business as usual function for care managers.</b>
	<b>Impact 2: [Proposed change or move from a service that is providing services to meet culturally specific needs]</b>	<b>Carefully managed change in order to assure continuity of service to meet needs and preferences including culturally specific aspects.</b>
	<b>Impact 3: [Insert impact here]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	<b>No major change (no impacts identified)</b>	<input checked="" type="checkbox"/>
	<b>Adjust the policy</b>	<input type="checkbox"/>
	<b>Continue the policy (impacts identified)</b>	<input type="checkbox"/>

	Stop and remove the policy	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Business as usual review and case management.	
4.5	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	<p>This saving is driven by the services aim to provide the most appropriate service to meet needs, promoting independence and successful recovery wherever possible.</p> <p>Changes will be implemented with care and impact on changes to placements and support packages will be monitored, paying particular attention to specific cultural needs.</p>	

**SECTION 5: Next Steps**

3.2 Mental Health Placements

<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <i>NB. Add any additional rows, if required.</i>							
	<b>Action Required</b>	<b>Equality Groups Targeted</b>	<b>Intended Outcome</b>	<b>Resources Needed</b>	<b>Name of Lead, Unit &amp; Contact Details</b>	<b>Completion Date (DD/MM/YY)</b>	<b>RAG</b>
1	Undertake impact and satisfaction analysis of customers who have experienced change as a result of this policy.	Disabilities Ethnicity	Assurance	In Place	Business Analysis – March 2016		

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Scale of savings required means that cuts to services may be required.	Critical	Focus on all opportunities to assure continuity of services to deliver priority outcomes	12	
2	Value of culturally specific services may not be aligned to additional costs.	Critical	Clear negotiation, robust consultation and negotiation to assure continuity of vital services at the right price.	9	



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: ..... *M. Boyle* .....

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: ..... *Adult Social Care, Commissioning* .....

Email & Telephone Ext: mike.boyle@lbhf.gov.uk

Date of Completion (15/10/15)..... *28/1/16* .....

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**



## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

## Title of Proposal

### 3.3 (i)Adult Social Care Westminster Savings Proposals – Customer Journey (Operations Alignment)

This programme includes 3.7 Hospital Discharge Savings and cross references with 3.6 Better Care Fund/CIS Savings.

## Lead Officer

- i. Full Name: Stella Baillie
- ii. Position: SRO Customer Journey, Tri-borough Director of Integrated Care
- iii. Department: Adult Social Care
- iv. Contact Details: Stella.Baillie2@lbhf.gov.uk

Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.

Yes

Date of original EIA: 13<sup>th</sup> October 2014

## Version number and date of update

Version 2.0:  
11<sup>th</sup> November 2015

## SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

### 1.1 What are you analysing?

Programme to design and implement a single Tri-Borough ASC operating model and organisation structure which will include a core service offer that can be fine-tuned to meet local service requirements.

Tri-Borough ASC currently has three different borough operating models and team structures for assessment and care management services. These could be more efficiently managed through a single Tri-Borough operating model. This would increase the scope and capacity to implement improvements to the core service offer, improve the customer experience, streamline processes and make the best use of the operations staff.

Work to redesign the entire process for ASC customer and case management has been undertaken over the last year through a full managed and resourced programme of work. This includes piloting and evaluation work working closely with health. The programme covers all key customer pathways including front door information, advice and initial screening, hospital discharge, community independence (reablement and recovery) services

and complex care management. The re-design has four key and interrelated aims which are to; further consolidate tri-borough 'one department' working, improve the customer experience and outcomes, achieve substantial efficiency and demand management savings and to deliver a step change toward a fully integrated and whole systems service model for health and social care services.

**1.2 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?**

	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *^	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *^	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

\*Customers: Potential negative impact relates to key re-design principle to extend self service via the web; people with disabilities, older people and people on low incomes could be impacted negatively.

^Staff: Training and development will be required to support large scale change to business processes. In particular there will be increased focus on use of IT and mobile working support and smarter working.



If the answer is “negative” or “unclear” consider doing a full EIA

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		x	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>			

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes x
1.5	How have you come to this decision?
	<p>The focus of this programme is on offering a better customer experience and means for staff to work more efficiently. Using the web to access services and technology to support mobile working is about and improved service offer and working environment.</p> <p>Alternative channels to access services will be maintained and care must be taken to ensure staff and customers can equitably take advantage of new digital capabilities.</p>

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this work. This is scheduled to be completed by the end of February 2016 when the EIA will be revised.*

2.1	<i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i>	
	<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
	<p><b>How many people use the service currently? What is this as a % of Westminster's population?</b></p>	<p>Customers across tri-borough include 1,650 in residential and nursing care and 10,500 receiving community services (at 31<sup>st</sup> March 2014), as well as those providing unpaid care and accessing local information, services and advice)</p> <p>The proportion of customers and spend is as follows;</p>

		<p>Legend: Older people (dark blue), Learning dis (light blue), Mental health (purple), Phys dis (green)</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Older people</th> <th>Learning dis</th> <th>Mental health</th> <th>Phys dis</th> </tr> </thead> <tbody> <tr> <td>People</td> <td>57%</td> <td>8%</td> <td>23%</td> <td>12%</td> </tr> <tr> <td>Spend</td> <td>46%</td> <td>29%</td> <td>18%</td> <td>7%</td> </tr> </tbody> </table>	Category	Older people	Learning dis	Mental health	Phys dis	People	57%	8%	23%	12%	Spend	46%	29%	18%	7%
Category	Older people	Learning dis	Mental health	Phys dis													
People	57%	8%	23%	12%													
Spend	46%	29%	18%	7%													
Disabled people	<p><b>All groups are represented by our customers.</b></p>																
Particular ethnic groups																	
Men or women (include impacts due to pregnancy/maternity)																	
People of particular sexual orientations																	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment																	
People on low incomes																	
People in particular age groups																	
Groups with particular faiths and beliefs																	
Any other groups who may be affected by the proposal?																	

**2.2 Summary (to be completed following analysis of the evidence above) – as set out in 1.3**

	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				

Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

<b>3.1 Consultation Information</b>	
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
<p><b>i. Who have you consulted with?</b></p> <p>Staff and customers at the pre-design stage of the programme.</p> <p><b>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</b></p> <p>Through Charteris Consultancy work undertaken in 2013. (full report available)</p>	
<b>3.2 What might the potential impact on individuals or groups be?</b>	
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
<b>Generic impact (across all groups)</b>	
<b>Men or women (include impacts due to pregnancy/maternity)</b>	
<b>People of particular sexual orientation</b>	
<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
<b>Disabled people</b>	<b>Key issue for customers and staff as relates to web self service and mobile working accessibility</b>

		respectively .
	Particular ethnic groups	
	People on low incomes	Key issue for customers and staff as relates to web self service and mobile working accessibility respectively .
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

## SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

**4.1** Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).

Impact 1: [Insert impact here]	Reasonable adjustments for staff so they can use mobile working technology.
Impact 2: [Insert impact here]	Adopt recognised standards for web access.
Impact 3: [Insert impact here]	Retain other channels of service for customers (phone and face to face)
Impact 4: [Insert impact here]	
Impact 5: [Insert impact here]	

**4.2** Now that you have considered the potential or actual effect on equality, what action are you taking?

No major change (no impacts identified)	<input checked="" type="checkbox"/>
Adjust the policy	<input type="checkbox"/>
Continue the policy (impacts identified)	<input type="checkbox"/>
Stop and remove the policy	<input type="checkbox"/>

**4.3** Please document the reasons for your decision

Required actions are in our existing policy.

**4.4** How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?

Staff and customer feedback.  
Monitoring of web use.

**4.5** Conclusion

This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact

No substantial impact is expected, other than potential barriers to web channel for customers and using mobile technology for staff. Existing policy and management

	<b>measures will cater for this.</b>
--	--------------------------------------

## SECTION 5: Next Steps

3.1

### Action Plan

Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

NB. Add any additional rows, if required.

Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
Following completion of re-design work confirm and undertake EIA(s) including specific assessments for a) development plan for web self-service for customer and mobile technology for staff.	All	TBC	In place	Matthew Castle, Programme Manager	30/02/2015	Green

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Variable appetite and or capability amongst staff to apply new ways of working including use of IT and mobile working and guides for smarter working and time management.	Critical	Training, development and strong operational support. Peer coaching, Other channels maintained.	12	
2	Inequity in access to and/or functionality of self service on the Web	Critical	Web development accommodates specific needs. Promote free access points, training and guided use.	12	
3	See also EIA for 3.6 which is within the scope of this programme				







**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: .....

Full Name: Stella Baillie, Tri-Borough Director of Integrated Care

Unit: .....

Email & Telephone Ext: Stella.Baillie@lbhf.gov.uk

Date of Completion (DD/MM/YY): 28/1/16

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: 

Full Name: Stella Baillie, Tri-Borough Director of Integrated Care

Unit: ASC Department

Email & Telephone Ext: Stella.Baillie2@lbhf.gov.uk

Date of Completion 28/1/16

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

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### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

## Title of Proposal

This EIA covers three closely related ASC Westminster Savings proposals;

**3.1 Commissioning Transformation and Contract Efficiencies – including work with public health and children’s services.**

**3.3ii Commissioned well-being and prevention services – including AT.**

**3.16 Re-provide or refund the shopping Service**

## Lead Officer

- i. Full Name: Selina Douglas
- ii. Position: Director, ASC Commissioning and Enterprise
- iii. Department: Adult Social Care
- iv. Contact Details: 020 7641 2165, selina.douglas@lbhf.gov.uk

**Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.**

Yes

Date of original EIA: 18<sup>th</sup> October

## Version number and date of update

Version 2.0:  
11<sup>th</sup> November 2015

## SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

### 1.1 What are you analysing?

Reduction of the cost of Adult social care services currently commissioned through external providers. The following dual approach is being taken Contract Efficiencies (continuation of work undertaken in 2015/16 and Transformational Re-Commissioning.

This proposal has been developed substantially over 2015/16 following initial review and efficiency management work undertaken in 2015. This has concluded that the scope of further savings through efficiencies (i.e. negotiations on price and service levels and harmonising contracts) will not meet the full savings targets. A more transformational approach is also required. This will apply a progressive strategy including outcomes based commissioning, personalisation, joint commissioning and lead provider partnerships. The approach will be applied across key customer pathways that are linked to portfolios of contracts e.g. prevention services. A second level review to validate the scope for contract

efficiencies across all Adult Social Care provider contracts and set out a programme for transformational re-commissioning is underway and is due for completion in mid February 2016. Following this a detailed procurement plan will be developed by the end of March 2016.

Savings in 2016-18 will be more focused on the transformational approach described. Work with Public Health and Children's Services will be included in the next level analysis and planning process described.

Efficiency work has involved.

- i. Renegotiation of residential and nursing placements that have been let as 'spot' contracts
- ii. Renegotiation and contract variation on existing framework and block contracts
- iii. Re-procurement of services on a tri-borough basis. This will include:
  - Benchmarking against the market to ensure contracts represent the best value for money and are competitively priced,
  - Renegotiation of contract terms and re-procurement of services where necessary to secure the best value and minimise concentration of risk,
  - Reduction in the number of contracts to ensure these can be effectively managed within available contract management resources,
  - Harmonisation of contract management processes and systems to deliver staffing efficiencies.

**1.2 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?**

**Efficiency work:** disproportionate impact is not expected as there is a commitment to maintaining or improving service levels. Any negotiations on price or service level that are related to the provision of culturally specific services will be negotiated with a commitment to maintaining aspects that meet specific cultural needs.

**Transformation work:** Position is not clear; each transformational re-commissioning will require its own detailed EIA and the programme will not be established until Q4 of 2015/16. The focus will be on continuation of services that deliver priority outcomes.

	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	reassignment				
	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>  <u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	None / Minimal	Significant
		x	<input type="checkbox"/>
		This relates to the current scope of what is being delivered i.e. efficiencies.	

1.4 Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?

Yes X No  see approach below

1.5 How have you come to this decision?

There is no value in undertaking an overarching EIA for this proposal at this stage. This is because;

The renegotiation of existing contracts is not expected to directly impact services or specific customer groups. Any impact would be specific to contract; the requirement for an EIA will therefore be reviewed on a case by case basis, as part of re-negotiation and re-procurement of individual contracts. Specific attention will be paid to negotiations that are focused on services that aim to meet culturally specific needs and/or where service levels are substantially reduced.

An EIA may be required for each major re-commissioning projects that is agreed within the above noted detailed procurement plan by end March 2016. The plan will be sectioned into four themes; front door and prevention, reablement, community based care and support services and accommodation based care and support services.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed on a case-by-case basis, as individual contracts are reviewed and re-commissioning projects are planned. The following sections have not been completed.*

2.1 <b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
How many people use the service currently? What is this as a % of Westminster's population?	
Disabled people	
Particular ethnic groups	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientations	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Any other groups who may be affected by the proposal?	

2.2 <b>Summary (to be completed following analysis of the evidence above)</b>				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

#### 3.1 Consultation Information

*This section should record the consultation activity undertaken in relation to this project, policy or proposal*

i. Who have you consulted with?

ii. How did you consult? (inc meeting dates, activity undertaken & groups consulted)

#### 3.2 What might the potential impact on individuals or groups be?

*Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups*

Generic impact (across all groups)	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
Disabled people	
Particular ethnic groups	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Other excluded individuals and	

groups	
--------	--

**SECTION 4: Reducing & Mitigating Impact**

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	<b>Impact 1: [Insert impact here]</b>	Consider options as to what we can do to reduce the impact
	<b>Impact 2: [Insert impact here]</b>	
	<b>Impact 3: [Insert impact here]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

<b>4.3</b>	<b>Please document the reasons for your decision</b>	

<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	

<b>4.5</b>	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

## SECTION 5: Next Steps

5.1

### Action Plan

Complete the action plan if you need to reduce or remove the negative impacts you have identified, gaps.

*NB. Add any additional rows, if required.*

	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead Unit & Contact Details
1	Review EIAs required following the development and agreement of a detailed procurement plan (including whether the shopping service will be re-provided or re-funded)	All	Avoid or limit adverse impact and ensure diversity of needs are understood and met.	In place	Helen Worwood Interim AD AS Commissioning

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Scale of savings required means that cuts to services may be required.	Critical	Focus on all opportunities to assure continuity of services to deliver priority outcomes	12	
2	Value of culturally specific services may not be aligned to additional costs.	Critical	Clear negotiation, robust consultation and negotiation to assure continuity of vital services at the right price.	9	



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: ..... *M. Boyle* .....

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: ..... *Adult Social Care, Commissioning* .....

Email & Telephone Ext: mike.boyle@lbhf.gov.uk

Date of Completion (15/10/15)..... *25/1/16* .....

**WHAT NEXT?**

Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)



## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

<b>Title of Proposal</b>
<b>Adult Social Care Westminster Savings Proposals – High Cost, High Needs Packages Review (Ref 3.5)</b>
<ul style="list-style-type: none"> <li>i. <b>Full Name: Stella Baillie</b></li> <li>ii. <b>Position:</b></li> <li>iii. <b>Department: Adult Social Care</b></li> <li>iv. <b>Contact Details: Stella.Baillie2@lbhf.gov.uk</b></li> </ul>
<b>Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.</b>
<p><b>Yes</b>  <b>Date of original EIA: 18<sup>th</sup> October 2014</b></p>
<b>Version number and date of update</b>
<p><b>Version 2.0:</b>  <b>15<sup>th</sup> November 2015</b></p>

**SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?**

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

<b>1.1 What are you analysing?</b>
<p>This proposal is focused on the systematic review of all high cost/high needs homecare packages that have a net cost of £500/week or greater, or include the use of two care workers for 'double up' care. Opportunities:</p> <ul style="list-style-type: none"> <li>• The current review process is typically carried out on an annual basis, and is not able to quickly identify changes in the customers needs that could lead to a reduction in the level of support required</li> <li>• The current review process does not automatically consider whether the persons support plan goals could be achieved at lower cost through the greater use of assistive technology, use of equipment and adaptations, or a more personalised care package provided through a direct payment.</li> </ul> <p>Savings will be delivered through the implementation of a more targeted review process and enhancements to current care practice. There will be no detrimental impact on the continuity of services in line with national (Care Act 2014) eligibility criteria and associated focus on promoting independence. However, the management of transitional changes and associated customer satisfaction, understanding and adjustment requires careful handling.</p>

1.2 Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?					
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3 What do you think that the overall <b>NEGATIVE</b> impact on groups and communities will be?		None / Minimal	Significant
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>		x	<input type="checkbox"/>

1.4 Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?	
	Yes X
1.5 How have you come to this decision?	
	This proposal relates to High Cost High Needs home care packages which are largely provided to older people and adults with physical disabilities. There will be no detrimental impact on the continuity of services in line with national (Care Act 2014) eligibility criteria and associated focus on promoting independence. However, the management of transitional



changes and associated customer satisfaction, understanding and adjustment requires careful handling.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this project*

<b>2.1</b>	<b><i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i></b>	
	<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
	<b>How many people use the service currently? What is this as a % of Westminster's population?</b>	<b>Up to 200 customers receive intensive home care packages at any one time which is less than 1% of the population.</b>
	<b>Disabled people</b>	<b>People with physical disabilities and additional learning disabilities are a key group impacted. Care is taken to manage transitions and focus on the overarching aim of better promoting independence.</b>
	<b>Particular ethnic groups</b>	
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	<b>Older people with severely compromised physical functionality are a key group impacted. Care is taken to manage transitions and focus on the overarching aim of better promoting independence</b>
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

2.2 Summary (to be completed following analysis of the evidence above)					
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

3.1 Consultation Information	
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
<p><b>i. Who have you consulted with?</b></p> <p>Consultation will be through business as usual case management and annual reviews i.e. affected customers and their families/carers where involved.</p> <p><b>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</b></p>	
3.2 What might the potential impact on individuals or groups be?	
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
<b>Generic impact (across all groups)</b>	
<b>Men or women (include impacts due</b>	

	to pregnancy/maternity)	
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	Adverse impact on satisfaction, anxiety and/or decline in mental health if transitions are not managed carefully.
	Particular ethnic groups	There may be variations in resistance which could lead to inconsistencies in application of the policy.
	People on low incomes	
	People in particular age groups	Adverse impact on satisfaction, anxiety and/or decline in mental health if transitions are not managed carefully.
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

#### SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

#### 4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).

	Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]	Careful management of the change process including negotiation with the customer.
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	Consistent approach applied.
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	Monitor through follow up shortly after changes take place and annual review.
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

#### 4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?

	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

#### 4.3 Please document the reasons for your decision

	<b>Potential for detrimental impacts has been catered for in the policy and approach to implementation.</b>
<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	<b>Follow up monitoring shortly after changes and annual review process.</b>
<b>4.5</b>	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>
	<b>Through the careful management approach being taken, particularly where changes to care plans are identified adverse impact should be mitigated. Changes are not about reducing services but maximising independence and assuring a consistent and equitable approach is taken across all customers.</b>

## SECTION 5: Next Steps

5.1

<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <i>NB. Add any additional rows, if required.</i>						
Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
Undertake impact and satisfaction analysis of customers who have experienced change as a result of this policy.	Older People Disabilities Ethnicity	Assurance	In Place	Business Analysis Team	31/03/16	

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]





**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: 

Full Name: Stella Baillie, Tri-Borough Director of Integrated Care

Unit: ASC Department

Email & Telephone Ext: Stella.Baillie2@lbhf.gov.uk

Date of Completion 28/1/16

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**







## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

## Title of Proposal

### 3.3 (i)Adult Social Care Westminster Savings Proposals – Customer Journey (Operations Alignment)

This programme includes 3.7 Hospital Discharge Savings and cross references with 3.6 Better Care Fund/CIS Savings.

## Lead Officer

- i. Full Name: Stella Baillie
- ii. Position: SRO Customer Journey, Tri-borough Director of Integrated Care
- iii. Department: Adult Social Care
- iv. Contact Details: Stella.Baillie2@lbhf.gov.uk

Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.

Yes

Date of original EIA: 13<sup>th</sup> October 2014

## Version number and date of update

Version 2.0:  
11<sup>th</sup> November 2015

## SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

### 1.1 What are you analysing?

Programme to design and implement a single Tri-Borough ASC operating model and organisation structure which will include a core service offer that can be fine-tuned to meet local service requirements.

Tri-Borough ASC currently has three different borough operating models and team structures for assessment and care management services. These could be more efficiently managed through a single Tri-Borough operating model. This would increase the scope and capacity to implement improvements to the core service offer, improve the customer experience, streamline processes and make the best use of the operations staff.

Work to redesign the entire process for ASC customer and case management has been undertaken over the last year through a full managed and resourced programme of work. This includes piloting and evaluation work working closely with health. The programme covers all key customer pathways including front door information, advice and initial screening, hospital discharge, community independence (reablement and recovery) services

and complex care management. The re-design has four key and interrelated aims which are to; further consolidate tri-borough 'one department' working, improve the customer experience and outcomes, achieve substantial efficiency and demand management savings and to deliver a step change toward a fully integrated and whole systems service model for health and social care services.

**1.2 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?**

	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *^	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *^	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

\*Customers: Potential negative impact relates to key re-design principle to extend self service via the web; people with disabilities, older people and people on low incomes could be impacted negatively.

^Staff: Training and development will be required to support large scale change to business processes. In particular there will be increased focus on use of IT and mobile working support and smarter working.

If the answer is “negative” or “unclear” consider doing a full EIA

1.3 What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>	x	<input type="checkbox"/>

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes x
1.5	How have you come to this decision?
	<p>The focus of this programme is on offering a better customer experience and means for staff to work more efficiently. Using the web to access services and technology to support mobile working is about and improved service offer and working environment.</p> <p>Alternative channels to access services will be maintained and care must be taken to ensure staff and customers can equitably take advantage of new digital capabilities.</p>

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this work. This is scheduled to be completed by the end of February 2016 when the EIA will be revised.*

2.1	<b><i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i></b>	
	<p><b>How many people use the service currently? What is this as a % of Westminster's population?</b></p>	<p>Customers across tri-borough include 1,650 in residential and nursing care and 10,500 receiving community services (at 31<sup>st</sup> March 2014), as well as those providing unpaid care and accessing local information, services and advice)</p> <p>The proportion of customers and spend is as follows;</p>
	<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	

		<p>Legend: Older people (dark blue), Learning dis (light blue), Mental health (purple), Phys dis (green)</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Older people</th> <th>Learning dis</th> <th>Mental health</th> <th>Phys dis</th> </tr> </thead> <tbody> <tr> <td>People</td> <td>57%</td> <td>8%</td> <td>23%</td> <td>12%</td> </tr> <tr> <td>Spend</td> <td>46%</td> <td>29%</td> <td>18%</td> <td>7%</td> </tr> </tbody> </table>	Category	Older people	Learning dis	Mental health	Phys dis	People	57%	8%	23%	12%	Spend	46%	29%	18%	7%
Category	Older people	Learning dis	Mental health	Phys dis													
People	57%	8%	23%	12%													
Spend	46%	29%	18%	7%													
Disabled people	<p><b>All groups are represented by our customers.</b></p>																
Particular ethnic groups																	
Men or women (include impacts due to pregnancy/maternity)																	
People of particular sexual orientations																	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment																	
People on low incomes																	
People in particular age groups																	
Groups with particular faiths and beliefs																	
Any other groups who may be affected by the proposal?																	

**2.2 Summary (to be completed following analysis of the evidence above) – as set out in 1.3**

	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				

	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

<b>3.1 Consultation Information</b>	
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p><b>i. Who have you consulted with?</b></p> <p>Staff and customers at the pre-design stage of the programme.</p> <p><b>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</b></p> <p>Through Charteris Consultancy work undertaken in 2013. (full report available)</p>
<b>3.2 What might the potential impact on individuals or groups be?</b>	
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
<b>Generic impact (across all groups)</b>	
<b>Men or women (include impacts due to pregnancy/maternity)</b>	
<b>People of particular sexual orientation</b>	
<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
<b>Disabled people</b>	<b>Key issue for customers and staff as relates to web self service and mobile working accessibility</b>

		respectively .
	Particular ethnic groups	
	People on low incomes	Key issue for customers and staff as relates to web self service and mobile working accessibility respectively .
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

#### SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

**4.1** Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).

Impact 1: [Insert impact here]	Reasonable adjustments for staff so they can use mobile working technology.
Impact 2: [Insert impact here]	Adopt recognised standards for web access.
Impact 3: [Insert impact here]	Retain other channels of service for customers (phone and face to face)
Impact 4: [Insert impact here]	
Impact 5: [Insert impact here]	

**4.2** Now that you have considered the potential or actual effect on equality, what action are you taking?

No major change (no impacts identified)	<input checked="" type="checkbox"/>
Adjust the policy	<input type="checkbox"/>
Continue the policy (impacts identified)	<input type="checkbox"/>
Stop and remove the policy	<input type="checkbox"/>

**4.3** Please document the reasons for your decision

Required actions are in our existing policy.

**4.4** How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?

Staff and customer feedback.  
Monitoring of web use.

**4.5** Conclusion

This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact

No substantial impact is expected, other than potential barriers to web channel for customers and using mobile technology for staff. Existing policy and management



	<b>measures will cater for this.</b>
--	--------------------------------------

## SECTION 5: Next Steps

5.1

### Action Plan

Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

NB. Add any additional rows, if required.

Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
Following completion of re-design work confirm and undertake EIA(s) including specific assessments for a) development plan for web self-service for customer and mobile technology for staff.	All	TBC	In place	Matthew Castle, Programme Manager	30/02/2015	Green

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Variable appetite and or capability amongst staff to apply new ways of working including use of IT and mobile working and guides for smarter working and time management.	Critical	Training, development and strong operational support. Peer coaching, Other channels maintained.	12	
2	Inequity in access to and/or functionality of self service on the Web	Critical	Web development accommodates specific needs. Promote free access points, training and guided use.	12	
3	See also EIA for 3.6 which is within the scope of this programme				





**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: .....

Full Name: Stella Baillie, Tri-Borough Director of Integrated Care

Unit: .....

Email & Telephone Ext: Stella.Baillie@lbhf.gov.uk

Date of Completion (DD/MM/YY): 28/1/16

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: 

Full Name: Stella Baillie, Tri-Borough Director of Integrated Care

Unit: ASC Department

Email & Telephone Ext: Stella.Baillie2@lbhf.gov.uk

Date of Completion 28/1/16

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**



<b>Title of Proposal</b>
Adult Social Care Westminster Savings Proposals; 3.8 Public Health Funding of ASC Services (use of public health funding to fund day centre and specialist employment services)
i. <b>Full Name:</b> Liz Bruce ii. <b>Position:</b> Executive Director, Adult Social Care iii. <b>Department:</b> Adult Social Care iv. <b>Contact Details:</b> martin.calleja@lbhf.gov.uk
<b>Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.</b>
No
<b>Version number and date of update</b>
Version 1.0: 12 <sup>th</sup> November 2015

**SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?**

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

<b>1.1</b>	<b>What are you analysing?</b>				
	Utilise Public Health Funding to support continuity of specialist employment and day centres which are delivering relevant public health outcomes				
<b>1.2</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

**If the answer is “negative” or “unclear” consider doing a full EIA**

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		x	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u></p>			

<b>1.4</b>	<b>Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?</b>
	No <input checked="" type="checkbox"/>
<b>1.5</b>	<b>How have you come to this decision?</b>
	This is a funding transfer saving to the ASC budget that supports continuity of existing services.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this project*

<b>2.1</b>	<b><i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i></b>	
	<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
	<b>How many people use the service currently? What is this as a % of Westminster’s population?</b>	
	<b>Disabled people</b>	
	<b>Particular ethnic groups</b>	
	<b>Men or women (include impacts due</b>	

	to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

## SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p><b>i. Who have you consulted with?</b></p> <p><b>ii. How did you consult?</b> (<i>inc meeting dates, activity undertaken &amp; groups consulted</i>)</p>	
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	<b>Generic impact (across all groups)</b>	
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientation</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>Disabled people</b>	
	<b>Particular ethnic groups</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Other excluded individuals and groups</b>	

## SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> ( <i>Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact</i> ).	
	<b>Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]</b>	
	<b>Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]</b>	

	<b>Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

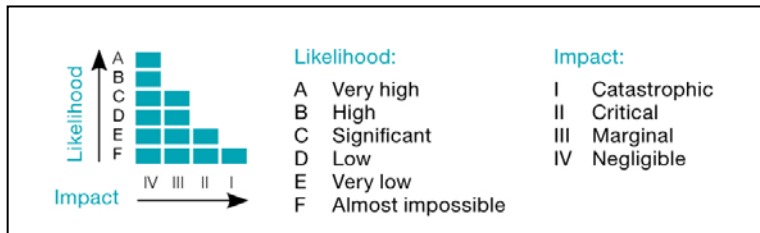
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>
<b>4.3</b>	<b>Please document the reasons for your decision</b>	
	<b>Potential for detrimental impacts has been catered for in the policy and approach to implementation.</b>	
<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	Follow up monitoring shortly after changes and annual review process.	
<b>4.5</b>	<b>Conclusion</b>	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

## SECTION 5: Next Steps

5.1	<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i>  <i>NB. Add any additional rows, if required.</i>						
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
						31/03/16	

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**



Signature:

Full Name: Liz Bruce, Tri-Borough Executive Director of Adult Social Care

Unit: ASC Transformation

Email & Telephone Ext: Liz.Bruce@lbhf.gov.uk

Date of Completion: 12/11/15

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

## Title of Proposal

Adult Social Care Westminster Savings Proposals –  
3.2 Mental Health Placements Review (Supported Living)  
3.12 Mental Health Placements (Residential)

## Lead Officer

- i. Full Name: Stella Baillie
- ii. Position: Tri-Borough Director of Provided Services
- iii. Department: Adult Social Care
- iv. Contact Details: Stella.Baillie2@lbhf.gov.uk

Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.

Yes

18<sup>th</sup> October 2014

## Version number and date of update

Version 2.0: Section 1

15<sup>th</sup> November 2015

## SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

### 1.1 What are you analysing?

Proposal to conduct a review of people with substantial and severe and enduring mental illness (SEMI) in higher cost supported housing and spot purchased high cost residential placements, to identify scope for providing alternative packages of care and support.

This work focuses on two associated key transition management pathways:

- transition from higher cost supported housing services to more independent and lower cost services.
- use of supported living provision and community support packages to enable more people to be transitioned into independent accommodation and in-Borough placements.

<b>1.2 Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?</b>					
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

**If the answer is “negative” or “unclear” consider doing a full EIA**

<b>1.3 What do you think that the overall <b>NEGATIVE</b> impact on groups and communities will be?</b>		<b>None / Minimal</b>	<b>Significant</b>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u></p>		<b>x</b>	<input type="checkbox"/>

<b>1.4 Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?</b>	
Yes	<input type="checkbox"/> No <b>X</b>

<b>1.5 How have you come to this decision?</b>	
Changes to care packages will be based on the outcome of a care plan review and will be mutually agreed with the customer and reflect their eligible needs. Whilst a consideration of impact will be undertaken through the annual review process to obtain a picture of actual impact the focus of this change is on delivering more appropriate services.	

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this project*

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
	<b>How many people use the service currently? What is this as a % of Westminster's population?</b>	<b>The service supports approximately 1100 service users in community and residential settings at any one time which is 0.48% of the population.</b>
	<b>Disabled people</b>	<p><b>The services are targeting people with substantial and severe MH illness many of whom have long term and enduring needs.</b></p> <p><b>The focus of this saving is on moving people to the most appropriate service setting and independent living which is the preference of most customers.</b></p>
	<b>Particular ethnic groups</b>	
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>					
	<b>Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?</b>	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	<b>Disabled people</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

***In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.***

<b>3.1 Consultation Information</b>	
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p><b>i. Who have you consulted with?</b>            Consultation takes place through business as usual care management work – that is face to face assessment and review activity.</p> <p><b>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</b>            As above</p>
<b>3.2 What might the potential impact on individuals or groups be?</b>	
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
<b>Generic impact (across all groups)</b>	There could be an adverse response and/or

		motivation to the identified change of service by some customers initially. This would require careful management and a focus on the positive aspects of what is being proposed and how it promotes independence and security.
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientation</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>Disabled people</b>	
	<b>Particular ethnic groups</b>	Prospective changes to services will need to consider the meeting of culturally specific needs – this is core business for adult social care.
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Other excluded individuals and groups</b>	

#### SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	<b>Impact 1: [Varying appetite, motivation and/or security with the recommended changes]</b>	<b>Reviewing services and making changes so that they are more appropriate to needs is a core business as usual function for care managers.</b>
	<b>Impact 2: [Proposed change or move from a service that is providing services to meet culturally specific needs]</b>	<b>Carefully managed change in order to assure continuity of service to meet needs and preferences including culturally specific aspects.</b>
	<b>Impact 3: [Insert impact here]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	<b>No major change (no impacts identified)</b>	<input checked="" type="checkbox"/>
	<b>Adjust the policy</b>	<input type="checkbox"/>
	<b>Continue the policy (impacts identified)</b>	<input type="checkbox"/>

	Stop and remove the policy	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Business as usual review and case management.	
4.5	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	<p>This saving is driven by the services aim to provide the most appropriate service to meet needs, promoting independence and successful recovery wherever possible.</p> <p>Changes will be implemented with care and impact on changes to placements and support packages will be monitored, paying particular attention to specific cultural needs.</p>	

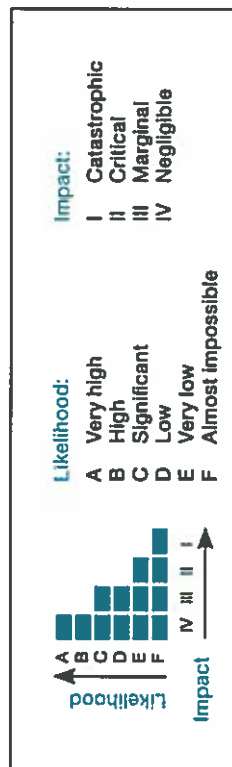
**SECTION 5: Next Steps**

<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <i>NB. Add any additional rows, if required.</i>							
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
1	Undertake impact and satisfaction analysis of customers who have experienced change as a result of this policy.	Disabilities Ethnicity	Assurance	In Place	Business Analysis – March 2016		



## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Scale of savings required means that cuts to services may be required.	Critical	Focus on all opportunities to assure continuity of services to deliver priority outcomes	12	
2	Value of culturally specific services may not be aligned to additional costs.	Critical	Clear negotiation, robust consultation and negotiation to assure continuity of vital services at the right price.	9	



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: ..... *M. Boyle* .....

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: ..... *Adult Social Care, Commissioning* .....

Email & Telephone Ext: mike.boyle@lbhf.gov.uk

Date of Completion (15/10/15)..... *28/1/16* .....

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**



## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

<b>Title of Proposal</b>
Adult Social Care Westminster Savings Proposals; Line by line review of all supplies and services (LD) – ref 3.15 Line by line review of all supplies and services (OP/PD/Mental Health))
<ul style="list-style-type: none"> <li>i. Full Name: Stella Baillie</li> <li>ii. Position: Tri-borough Director of Integrated Services</li> <li>iii. Department: Adult Social Care</li> <li>iv. Contact Details: Stella.Baillie2@lbhf.gov.uk</li> </ul>
<b>Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.</b>
No
<b>Version number and date of update</b>
Version 1.0: 15 <sup>th</sup> November 2015

**SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?**

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

<b>1.1</b>	<b>What are you analysing?</b>				
	Tactical review and reduction to budgets covering all supplies and services as follows;  LD - £600k reduction between 2016 – 2018 (1.9% reduction on 15/16) OP/PD/MH - £200k reduction 2006 – 2017 (0.7% reduction on 15/16)				
<b>1.2</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>  <u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u>	None / Minimal	Significant
		x	<input type="checkbox"/>

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	The levels of reduction as detailed above are small and there will be no impact on the continuity of the core front line services.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this project*

2.1	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>
	How many people use the service currently? What is this as a % of Westminster’s population?
	Disabled people
	Particular ethnic groups

	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	<b>Older people with severely compromised physical functionality are a key group impacted. Care is taken to manage transitions and focus on the overarching aim of better promoting independence</b>
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>					
	<b>Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?</b>	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	negatively or positively?				
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

<b>3.1 Consultation Information</b>	
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p><b>i. Who have you consulted with?</b></p> <p><b>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</b></p>
<b>3.2 What might the potential impact on individuals or groups be?</b>	
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	<b>Generic impact (across all groups)</b>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>
	<b>People of particular sexual orientation</b>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>
	<b>Disabled people</b>
	<b>Particular ethnic groups</b>
	<b>People on low incomes</b>
	<b>People in particular age groups</b>
	<b>Groups with particular faiths and beliefs</b>
	<b>Other excluded individuals and groups</b>

### SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</b>	
	<b>Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]</b>

	<b>Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]</b>	
	<b>Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

**4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?**

	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

**4.3 Please document the reasons for your decision**

Potential for detrimental impacts has been catered for in the policy and approach to implementation.

**4.4 How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?**

Follow up monitoring shortly after changes and annual review process.

**4.5 Conclusion**  
*This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact*



## SECTION 5: Next Steps

5.1	<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <i>NB. Add any additional rows, if required.</i>						
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
						31/03/16	

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: 

Full Name: Stella Baillie, Director Integrated Care

Unit: ASC Operations

Email & Telephone Ext: Stella.Baillie2@lbhf.gov.uk

Date of Completion 3/2/15

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

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### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
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- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

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- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

<b>Title of Proposal</b>
Adult Social Care Westminster Savings Proposals; Line by line review of all supplies and services (LD) – ref 3.15 Line by line review of all supplies and services (OP/PD/Mental Health))
<ul style="list-style-type: none"> <li>i. Full Name: Stella Baillie</li> <li>ii. Position: Tri-borough Director of Integrated Services</li> <li>iii. Department: Adult Social Care</li> <li>iv. Contact Details: Stella.Baillie2@lbhf.gov.uk</li> </ul>
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
No
<b>Version number and date of update</b>
Version 1.0: 15 <sup>th</sup> November 2015

**SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?**

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

<b>1.1</b>	<b>What are you analysing?</b>				
	Tactical review and reduction to budgets covering all supplies and services as follows;  LD - £600k reduction between 2016 – 2018 (1.9% reduction on 15/16) OP/PD/MH - £200k reduction 2006 – 2017 (0.7% reduction on 15/16)				
<b>1.2</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	None / Minimal	Significant
		x	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u></p>			

<b>1.4</b>	<b>Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?</b>
	No <input checked="" type="checkbox"/>
<b>1.5</b>	<b>How have you come to this decision?</b>
	The levels of reduction as detailed above are small and there will be no impact on the continuity of the core front line services.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed following the design phase of this project*

<b>2.1</b>	<b><i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i></b>
	<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>
	<b>How many people use the service currently? What is this as a % of Westminster's population?</b>
	<b>Disabled people</b>
	<b>Particular ethnic groups</b>

	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	<b>Older people with severely compromised physical functionality are a key group impacted. Care is taken to manage transitions and focus on the overarching aim of better promoting independence</b>
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>					
	<b>Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?</b>	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	negatively or positively?				
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

<b>3.1 Consultation Information</b>	
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
<p><b>i. Who have you consulted with?</b></p> <p><b>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</b></p>	
<b>3.2 What might the potential impact on individuals or groups be?</b>	
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	<b>Generic impact (across all groups)</b>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>
	<b>People of particular sexual orientation</b>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>
	<b>Disabled people</b>
	<b>Particular ethnic groups</b>
	<b>People on low incomes</b>
	<b>People in particular age groups</b>
	<b>Groups with particular faiths and beliefs</b>
	<b>Other excluded individuals and groups</b>

### SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</b>	
	<b>Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]</b>

	<b>Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]</b>	
	<b>Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

**4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?**

	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

**4.3 Please document the reasons for your decision**

Potential for detrimental impacts has been catered for in the policy and approach to implementation.

**4.4 How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?**

Follow up monitoring shortly after changes and annual review process.

**4.5 Conclusion**  
*This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact*

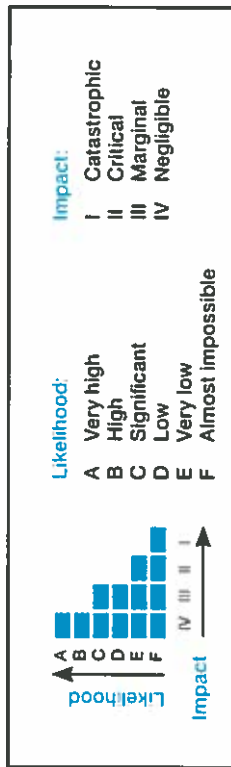
**SECTION 5: Next Steps**

3.1 Line by Line review of all supplies/services budgets

5.1	<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <i>NB. Add any additional rows, if required.</i>						
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
						31/03/16	

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: 

Full Name: Stella Baillie, Director Integrated Care

Unit: ASC Operations

Email & Telephone Ext: Stella.Baillie2@lbhf.gov.uk

Date of Completion 3/2/15

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

## Title of Proposal

This EIA covers three closely related ASC Westminster Savings proposals;

**3.1 Commissioning Transformation and Contract Efficiencies – including work with public health and children’s services.**

**3.3ii Commissioned well-being and prevention services – including AT.**

**3.16 Re-provide or refund the shopping Service**

## Lead Officer

- i. Full Name: Selina Douglas
- ii. Position: Director, ASC Commissioning and Enterprise
- iii. Department: Adult Social Care
- iv. Contact Details: 020 7641 2165, selina.douglas@lbhf.gov.uk

**Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.**

Yes

Date of original EIA: 18<sup>th</sup> October

## Version number and date of update

Version 2.0:  
11<sup>th</sup> November 2015

## SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

### 1.1 What are you analysing?

Reduction of the cost of Adult social care services currently commissioned through external providers. The following dual approach is being taken Contract Efficiencies (continuation of work undertaken in 2015/16 and Transformational Re-Commissioning.

This proposal has been developed substantially over 2015/16 following initial review and efficiency management work undertaken in 2015. This has concluded that the scope of further savings through efficiencies (i.e. negotiations on price and service levels and harmonising contracts) will not meet the full savings targets. A more transformational approach is also required. This will apply a progressive strategy including outcomes based commissioning, personalisation, joint commissioning and lead provider partnerships. The approach will be applied across key customer pathways that are linked to portfolios of contracts e.g. prevention services. A second level review to validate the scope for contract



efficiencies across all Adult Social Care provider contracts and set out a programme for transformational re-commissioning is underway and is due for completion in mid February 2016. Following this a detailed procurement plan will be developed by the end of March 2016.

Savings in 2016-18 will be more focused on the transformational approach described. Work with Public Health and Children's Services will be included in the next level analysis and planning process described.

Efficiency work has involved.

- i. Renegotiation of residential and nursing placements that have been let as 'spot' contracts
- ii. Renegotiation and contract variation on existing framework and block contracts
- iii. Re-procurement of services on a tri-borough basis. This will include:
  - Benchmarking against the market to ensure contracts represent the best value for money and are competitively priced,
  - Renegotiation of contract terms and re-procurement of services where necessary to secure the best value and minimise concentration of risk,
  - Reduction in the number of contracts to ensure these can be effectively managed within available contract management resources,
  - Harmonisation of contract management processes and systems to deliver staffing efficiencies.

**1.2 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?**

**Efficiency work:** disproportionate impact is not expected as there is a commitment to maintaining or improving service levels. Any negotiations on price or service level that are related to the provision of culturally specific services will be negotiated with a commitment to maintaining aspects that meet specific cultural needs.

**Transformation work:** Position is not clear; each transformational re-commission will require its own detailed EIA and the programme will not be established until Q4 of 2015/16. The focus will be on continuation of services that deliver priority outcomes.

	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	reassignment				
	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>  <u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	None / Minimal	Significant
		x	<input type="checkbox"/>
		This relates to the current scope of what is being delivered i.e. efficiencies.	

1.4 Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?

Yes X    No  see approach below

1.5 How have you come to this decision?

There is no value in undertaking an overarching EIA for this proposal at this stage. This is because;

The renegotiation of existing contracts is not expected to directly impact services or specific customer groups. Any impact would be specific to contract; the requirement for an EIA will therefore be reviewed on a case by case basis, as part of re-negotiation and re-procurement of individual contracts. Specific attention will be paid to negotiations that are focused on services that aim to meet culturally specific needs and/or where service levels are substantially reduced.

An EIA may be required for each major re-commissioning project that is agreed within the above noted detailed procurement plan by end March 2016. The plan will be sectioned into four themes; front door and prevention, reablement, community based care and support services and accommodation based care and support services.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

*Sections 2 - 5 will be completed on a case-by-case basis, as individual contracts are reviewed and re-commissioning projects are planned. The following sections have not been completed.*

<b>2.1 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
<ul style="list-style-type: none"> <li>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</li> </ul>	
How many people use the service currently? What is this as a % of Westminster's population?	
Disabled people	
Particular ethnic groups	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientations	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Any other groups who may be affected by the proposal?	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

#### 3.1 Consultation Information

*This section should record the consultation activity undertaken in relation to this project, policy or proposal*

i. Who have you consulted with?

ii. How did you consult? *(inc meeting dates, activity undertaken & groups consulted)*

#### 3.2 What might the potential impact on individuals or groups be?

*Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups*

Generic impact (across all groups)	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
Disabled people	
Particular ethnic groups	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Other excluded individuals and	

	groups	
--	--------	--

**SECTION 4: Reducing & Mitigating Impact**

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

<b>4.3</b>	<b>Please document the reasons for your decision</b>

<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>

<b>4.5</b>	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>

## SECTION 5: Next Steps

5.1

### Action Plan

Complete the action plan if you need to reduce or remove the negative impacts you have identified, gaps.

*NB. Add any additional rows, if required.*

	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead Unit & Contact Details
1	Review EIAs required following the development and agreement of a detailed procurement plan (including whether the shopping service will be re-provided or re-funded)	All	Avoid or limit adverse impact and ensure diversity of needs are understood and met.	In place	Helen Worwood Interim AD AS Commissioning

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Scale of savings required means that cuts to services may be required.	Critical	Focus on all opportunities to assure continuity of services to deliver priority outcomes	12	
2	Value of culturally specific services may not be aligned to additional costs.	Critical	Clear negotiation, robust consultation and negotiation to assure continuity of vital services at the right price.	9	



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: ..... *M. Boyle* .....

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: ..... *Adult Social Care, Commissioning* .....

Email & Telephone Ext: mike.boyle@lbhf.gov.uk

Date of Completion (15/10/15)..... *25/1/16* .....

**WHAT NEXT?**

Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

<b>Title of Proposal</b>
<b>Sexual Health Efficiencies</b>
<b>Public Health Westminster Savings Proposals; Contract &amp; staffing budget reductions 2016/17</b>
i. Full Name: Gaynor Driscoll ii. Position: Head of Commissioning (sexual health + Subs Use) iii. Department: Public Health iv. Contact Details: gaynor.driscoll@rbkc.gov.uk
<b>Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.</b>
Procurement projects have included EIA and the comments are included in reports. The London collaborative project team have completed an EIA re the mandatory Genito Urinary Medicine (GUM) services where the greatest risk to savings is.
<b>Version number and date of update</b>
<b>24/11/15 – V1</b>

**SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?**

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

<b>1.1</b>	<b>What are you analysing?</b>				
	Access to community and mandatory sexual health services to meet local needs				
<b>1.2</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	x		<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	x		<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	x		<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	x		<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	x		<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	x		<input type="checkbox"/>	<input type="checkbox"/>

	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	x	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		x	<input type="checkbox"/>
	<u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	Much of our savings are achieved by opening up service pathways to give greater access to targeted groups in need of the services	

<b>1.4</b>	<b>Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?</b>
	No
<b>1.5</b>	<b>How have you come to this decision?</b>
	The savings have been planned and through redesign and re-procurement exercises that have also been able to deliver savings through not extending historical contracts no longer necessary to meet our residents needs.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

<b>2.1</b>	<b><i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i></b>
	<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>
	How many people use the service currently? What is this as a % of Westminster’s population?
	Disabled people
	Particular ethnic groups
	Men or women (include impacts due to pregnancy/maternity)

	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>i. Who have you consulted with?</p> <p>ii. How did you consult? <i>(inc meeting dates, activity undertaken &amp; groups consulted)</i></p>	
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	Generic impact (across all groups)	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	
	Particular ethnic groups	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

#### **SECTION 4: Reducing & Mitigating Impact**

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following	

	changes due to poor adjustment]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

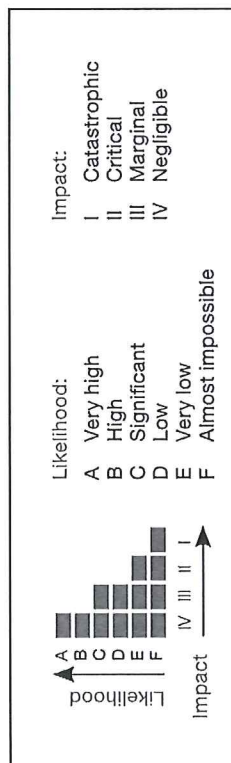
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>
<b>4.3</b>	<b>Please document the reasons for your decision</b>	
<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
<b>4.5</b>	<b>Conclusion</b>	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

**SECTION 5: Next Steps**

5.1	<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <b>NB. Add any additional rows, if required.</b>						
Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]





**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: 

Full Name: ...Gaynor Driscoll.....

Unit: .....Public Health Commissioning.....

Email & Telephone Ext: .....gaynor.driscoll@rbkc.gov.uk 07967347800.....

Date of Completion (12/01/16)

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

<b>Title of Proposal</b>
Substance Misuse and Offender Health Efficiencies
<b>Public Health Westminster Savings Proposals; Contract &amp; staffing budget reductions 2016/17</b>
i. Full Name: Gaynor Driscoll ii. Position: Head of Commissioning (sexual health + Subs Use) iii. Department: Public Health iv. Contact Details: gaynor.driscoll@rbkc.gov.uk
<b>Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.</b>
Procurement projects have included EIA and the comments are included in reports. No risks were identified
<b>Version number and date of update</b>
24/11/15 – V1

**SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?**

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

<b>1.1</b>	<b>What are you analysing?</b>				
	Access to drug and alcohol services to meet assessed needs				
<b>1.2</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	x		<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	x		<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	x		<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups	x	<input type="checkbox"/>	<input type="checkbox"/>	

	that you think may be affected negatively or positively by this project, policy or proposal?				
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		x	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>		Much of our savings are achieved by opening up service pathways to give greater access to targeted groups in need of the services	

<b>1.4</b>	<b>Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?</b>
	No

<b>1.5</b>	<b>How have you come to this decision?</b>
	The savings have been planned and through redesign and re-procurement exercises that have delivered savings whilst extending targeted services to widen access and meet our residents needs.

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	

	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>i. Who have you consulted with?</p> <p>ii. How did you consult? (<i>inc meeting dates, activity undertaken &amp; groups consulted</i>)</p>	
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	Generic impact (across all groups)	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	
	Particular ethnic groups	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

#### SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> ( <i>Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact</i> ).	
	Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
	Impact 4: [Insert impact here]	

	<b>Impact 5: [Insert impact here]</b>	
--	---------------------------------------	--

<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>
<b>4.3</b>	<b>Please document the reasons for your decision</b>	
<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
<b>4.5</b>	<b>Conclusion</b>	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	



**SECTION 5: Next Steps**

**5.1**

**Action Plan**

*Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.*

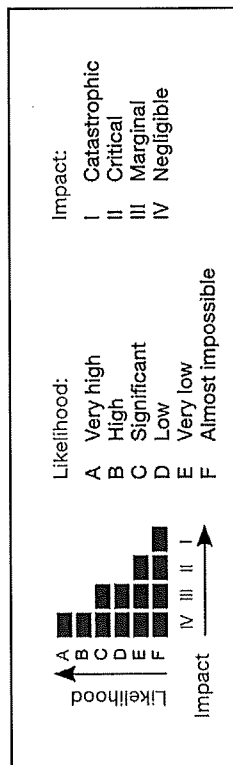
*NB. Add any additional rows, if required.*

Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

Fract Reductions

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: 

Full Name: ...Gaynor Driscoll.....

Unit: ...Public Health Commissioning.....

Email & Telephone Ext: gaynor.driscoll@rbkc.gov.uk 07967347800.....

Date of Completion (12/01/16)

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**





## EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

### When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

### Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: [www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

**Please contact the Equalities lead to inform them when you begin and then complete an EIA: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

**SEB will monitor compliance with the requirement to complete EIAs.**

<b>Title of Proposal</b>
Mitigation from within Salaries budgets (in Ring-fenced PH Grant) for salary inflation award
Public Health Westminster Savings Proposals; Contract & staffing budget reductions 2016/17
i. Full Name: Mike Robinson ii. Position: Tri-Borough Director of Public Health iii. Department: Public Health iv. Contact Details: 020 7641 4590 <a href="mailto:mrobinson4@westminster.gov.uk">mrobinson4@westminster.gov.uk</a>
<b>Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.</b>
No
<b>Version number and date of update</b>
0 - 13-11-2015

### SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

*Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.*

<b>1.1</b>	<b>What are you analysing?</b>				
	Staffing budgets				
<b>1.2</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	affected negatively or positively by this project, policy or proposal?				
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>			

<b>1.4</b>	<b>Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?</b>
	No <input checked="" type="checkbox"/>
<b>1.5</b>	<b>How have you come to this decision?</b>
	The mitigation of any inflation uplift will be met through existing capacity in the Staffing budget within a ringfenced Public Health Grant

## SECTION 2: EQUALITY IMPACT ASSESSMENT

### Building an Evidence Base: What do you know?

*This section will help you build your evidence base and interpret what the likely impact will be of your service.*

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to	

	undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>					
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

### SECTION 3: Assessing Impact

*In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.*

#### 3.1 Consultation Information

*This section should record the consultation activity undertaken in relation to this project,*



	<i>policy or proposal</i>	
	<p>i. Who have you consulted with?</p> <p>ii. How did you consult? (<i>inc meeting dates, activity undertaken &amp; groups consulted</i>)</p>	
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b>	
	<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	Generic impact (across all groups)	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	
	Particular ethnic groups	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

#### SECTION 4: Reducing & Mitigating Impact

*As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> ( <i>Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact</i> ).	
	Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

#### **4.2 Now that you have considered the potential or actual effect on equality, what**

<b>action are you taking?</b>	
No major change (no impacts identified)	<input checked="" type="checkbox"/>
Adjust the policy	<input type="checkbox"/>
Continue the policy (impacts identified)	<input type="checkbox"/>
Stop and remove the policy	<input type="checkbox"/>
<b>4.3</b>	<b>Please document the reasons for your decision</b>
<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
<b>4.5</b>	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>
	<b>No Impact</b>

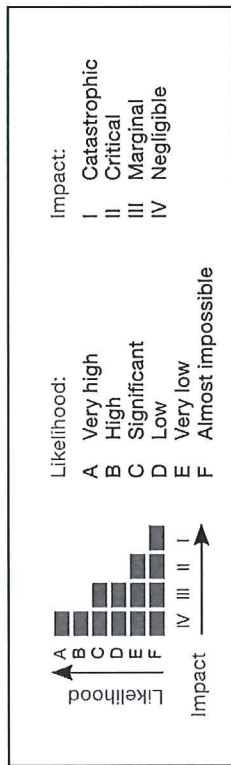
**SECTION 5: Next Steps**

5.1.4 Public Health - efficiencies to offset inflation pressures

<b>Action Plan</b> <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <b>NB. Add any additional rows, if required.</b>						
Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature: *Anya for Dr Mike Robinson*  
Full Name: *DR IKE ANYA*  
Unit: *PUBLIC HEALTH*  
Email & Telephone Ext: *ianya@westminster.gov.uk Ext 4668*  
Date of Completion (13/11/15) *6/2/16*

**WHAT NEXT?**

Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)

