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

Proposal Reference Iumber	Proposal Description	Cabinet Portfolio	Full?
3.1	Commissioning Transformation and Contract Efficiencies	Adults & Public Health	FULL
3.2	Mental Health Placements	Adults & Public Health	Part 1 only
3.3(i)	Operations Alignment - Customer Journey	Adults & Public Health	FULL
3.3 (ii)	Well being and prevention services – including Assistive Technology	Adults & Public Health	FULL
3.5	High Cost, High Needs Packages Review	Adults & Public Health	FULL
3.6	Better Care Fund - Health Integration Benefit Share	Adults & Public Health	FULL
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	FULL
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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: 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 Feburary 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.

- 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 <u>disproportionately</u> 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 recommission will required 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	Х			
Particular ethnic groups	Х			
Men or women (include impacts due to pregnancy/ maternity)	X			
People or particular sexual orientation/s	X			
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	Х			

reassignment			
People on low incomes	Х		
People in particular age groups	Х		
Groups with particular faiths and beliefs	Х		
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?			

# If the answer is "negative" or "unclear" consider doing a full EIA

1.3 Wha	t do you think that the overall	None / Minimal	Significant
	ATIVE impact on groups and	x	
com	munities will be?	This relates to the	
<u>no ne</u> <u>will b</u> Wher you s	or minimal impact would be where there is gative impact identified, or where there e no change to the services for any groups. ever a negative impact has been identified hould consider undertaking a full EIA by eleting the rest of the form.	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 projecte 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	<ul> <li>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</li> <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?

2.2	Summary (to be completed follo	owing analysi	s of the evide	nce above)	diam'r.
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	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		
Are there any other groups that you think this proposal may affect negatively or positively?		

# **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 consultat policy or proposal	ion activity undertaken in relation to this project,
	i. Who have you consulted with?	
	ii. How did you consult? (inc meet	ing dates, activity undertaken & groups consulted)
3.2	What might the potential impact	on individuals or groups be?
	Consider disability, race, gender, sexual those on low incomes and other exclude	orientation, transgender, age, faith or belief and ed individuals or groups
	Generic impact (across all groups)	
	Men or women (include impacts due	
	to pregnancy/maternity)	
	People of particular sexual	
	orientation	A 11 111
	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		
As a r	TION 4: Reducing & Mitigating I result of what you have learned, what dity groups and other excluded / vulnerab	can you do to minimis	e the impact of the proposed changes or above?
4.1	Where you have identified ar	n impact, what ca	n 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		
2.	Impact 1: [Insert impact here]		s as to what we can do to reduce the
	Impact 2: [Insert impact here]		
	Impact 3: [Insert impact here]		
	Impact 4: [Insert impact here]		
	Impact 5: [Insert impact here]		
4.2		ed the potential o	r actual effect on equality, what
	action are you taking?  No major change (no impacts identity)	tified)	
	Adjust the policy		
	Continue the policy (impacts ident	ified)	
	Stop and remove the policy	,	
4.3	Please document the reasons	s for your decisior	
			A A STATE OF THE STATE OF THE SECTION AS A PERSON OF THE SECTION AS A PERSO
4.4	How will the impact of the protocol to reduce the impact be mon		roposal and any changes made
4.5	Conclusion  This section should record the over taken to reduce/mitigate impact	rall impact, who will t	pe impacted upon and the steps being

# **SECTION 5: Next Steps**

5.1	gaps.	plan if you need to re nal rows, if required.	educe or remove the n	egative impacts you i	have identified,
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contac Details
1	Review EIAs required following the development and agreement of a detailed procurment 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 Worwoo Interim AD ASC Commissionin

	5.2 Risk Table				
1 Commi	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
IT I	[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]
ー rmation and Contract	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	
Efficiencies	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.	ത	



Signature:

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: Adult Social Gill, Commissioning

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

# WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk

Date of Completion (15/10/15)......



# **EQUALITY IMPACT ASSESSMENT TOOL**

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### When should you undertake an EIA?

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- 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

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3.2 Mental Health Placements

# 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 follo	wing groups	s? If so, is the i	mpact positive	e or	
-	negative?			Manakina	**	
		None	Positive	Negative	Not sure	
	Disabled people					
	Particular ethnic groups	X				
	Men or women (include impacts due to pregnancy/ maternity)	X				
	People or particular sexual orientation/s	Х				
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	Х				
	reassignment			10536 A		
	People on low incomes	Х				
	People in particular age groups	Х				
	Groups with particular faiths and beliefs	Х				
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	х				
	If the answer is "negative"					
1.3	What do you think that th		None / N	Minimal	Significant	
n e	NEGATIVE impact on grou	ps and	×			
	communities will be?	ho whore the	43			
	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					
	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	1.				
1.4	Using the screening and ir				uld a full	
	assessment be carried out Yes No X	t on the pro	ect, policy or p	proposal?		
1.5	How have you come to th	ic decision?				
2.2	Changes to care packages will I mutually agreed with the custo impact will be undertaken thro	be based on thomer and refle	ct their eligible n	eeds. Whilst a co	onsideration of	
	impact will be undertaken thro	_	•	•	ii e Qi actual	

# **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	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal  • 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.				
	How many people use the service currently? What is this as a % of Westminster's population?	The service supports approximately 1100 service users in community and residential settings at any one time which is 0.48% of the population.			
	Disabled people	The services are targeting people with substantial and severe MH illness many of whom have long term and enduring needs.			
		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.			
	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 follo	owing analysi	s of the evider	aca abaya)	
2.2	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the	None	Positive	Negative	Not sure
	impact positive or negative?  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	X			
	People in particular age groups Groups with particular faiths and beliefs				
	Are there any other groups that you think this proposal may affect negatively or positively?	$\boxtimes$			

# **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			
	<ul> <li>i. Who have you consulted with?         Consultation takes place through business as usual care management work – that is face to face assessment and review activity.     </li> <li>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)         As above     </li> </ul>			
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)  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.
Men or women (include impacts due	
to pregnancy/maternity)	
People of particular sexual	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
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	Prospective changes to services will need to consider the meeting of culturally specific needs – this is core business for adult social care.
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?

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: [Varying appetite,	Reviewing services and making changes so that they		
	motivation and/or security with	are more appropriate to needs is a core business as		
	the recommended changes]	usual function for care managers.		
	Impact 2: [Proposed change or	Carefully managed change in order to assure		
	move from a service that is	continuity of service to meet needs and preferences		
	providing services to meet	including culturally specific aspects.		
	culturally specific needs]			
	Impact 3: [Insert impact here]			
	Impact 4: [Insert impact here]			
	Impact 5: [Insert impact here]			

4.2	Now that you have considered the potential or action are you taking?	ctual effect on equality, what
	No major change (no impacts identified)	
	Adjust the policy	
	Continue the policy (impacts identified)	

	Stop and remove the policy					
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					
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	Conclusion  This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact					
	This saving is driven by the services aim to provide the most appropriate service to meet needs, promoting independence and successful recovery wherever possible.					
	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.					

# SECTION 5: Next Steps

ions or fill data	RAG		
the negative impacts you have identified, take steps to foster good relations or fill data	Completion Date (DD/MM/YY)		
ave identified, take ste	Name of Lead, Unit & Contact Details	Busines Analysis –	
egative impacts you h	Resources Needed	In Place	
	Intended Outcome	Assurance	
Action Plan Complete the action plan if you need to reduce or remove gaps. NB. Add any additional rows, if required.	Equality Groups Targeted	Disabilities Ethnicity	i
Action Plan Complete the action gaps. NB. Add any additio	Action Required	Undertake impact and satisfaction analysis of customers who have experienced change as a result of this policy.	
<b>ᠸ⊣</b> 2 <b>M</b> antal Health Placer	nents		

.5.2 Ri	5.2 Risk Table	Company of the Compan			
Mental	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐	[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]
nts	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.	6	



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: Adult Social Gir, Commissioling.

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

Date of Completion (15/10/15).....

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: 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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: 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: 13th 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. to; further consolidate tri-borou experience and outcomes, achie and to deliver a step change tow health and social care services.	gh 'one depa ve substantia vard a fully in	rtment' working al efficiency and tegrated and wh	, improve the cust demand managen ole systems servio	tomer nent savings ce model for
1.2	Does the project, policy or				
	impact on any of the follow negative?	ving groups	i? If so, is the i	mpact positive	or
	Hegative:	None	Positive	Negative	Not sure
	Disabled people			<b>⊠</b> *∧	
	Particular ethnic groups				
	Men or women (include impacts due to pregnancy/ maternity)				
	People or particular sexual orientation/s		×		
	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		$\boxtimes$	<b>⊠</b> *^	
	Groups with particular faiths and beliefs		$\boxtimes$		
0 1111	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				

^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.

<sup>\*</sup>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.

# If the answer is "negative" or "unclear" consider doing a full EIA

1.3	What do you think that the overall	None / Minimal	Significant
	NEGATIVE impact on groups and communities will be?	X	
E	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.		

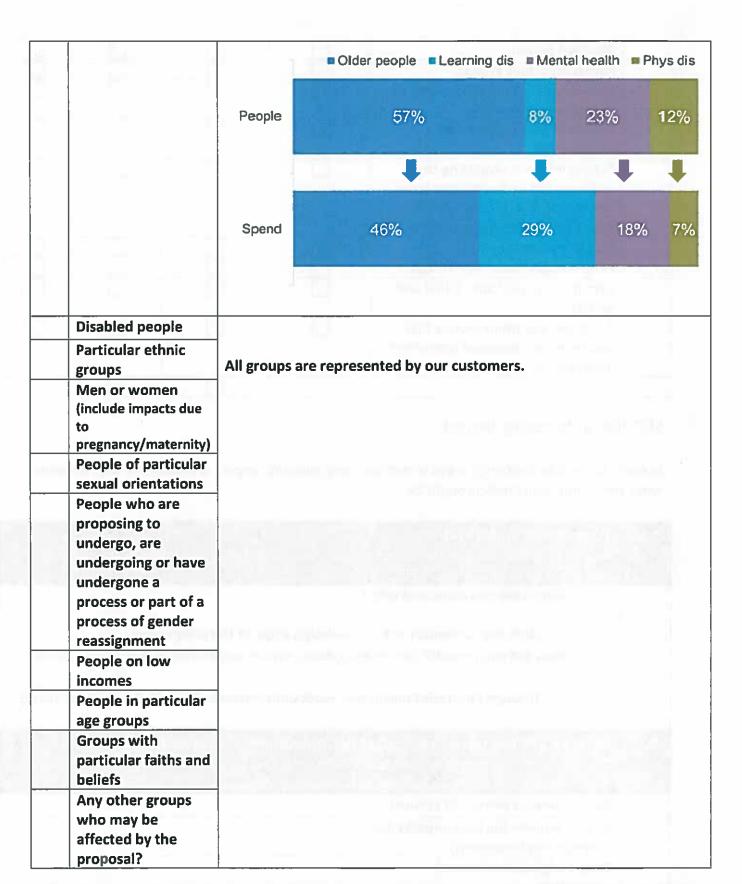
1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?  Yes x
1.5	How have you come to this decision?
	The focus of this programme is on offering a better customer experience and means for staff to work more efficiently. Using the web to access services and technology to support mobile working is about and improved service offer and working environment.
	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.

# **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 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal • 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. How many people Customers across tri-borough include 1,650 in residential and nursing care and 10,500 receiving community services (at 31st March 2014), as use the service currently? What is well as those providing unpaid care and accessing local information, this as a % of services and advice) Westminster's population? The proportion of customers and spend is as follows;



2.2	Summary (to be completed following analysis of the evidence above) – as set out in 1.3						
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure		

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		
Are there any other groups that you think this proposal may affect negatively or positively?		

# **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 consultat policy or proposal	ion activity undertaken in relation to this project,
	i. Who have you consulted with?	
		ore-design stage of the programme. ing dates, activity undertaken & groups consulted)
	Through Charteris Consulta	ncy work undertaken in 2013. (full report available)
3.2	What might the potential impact Consider disability, race, gender, sexual those on low incomes and other exclude	orientation, transgender, age, faith or belief and
	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	Key issue for customers and staff as relates to web self service and mobile working accessibility

	respectively.
 Particular ethnic groups	
People on low incomes	Key issue for customers and staff as relates to web self service and mobile working accessiblity 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?

,	, 3	
4.1	the impact? (Remember to think ab	mpact, what can be done to reduce or mitigate out the Council as a whole, another service area may an 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 act action are you taking?	ual effect on equality, what
	No major change (no impacts identified)	X
	Adjust the policy	
	Continue the policy (impacts identified)	
	Stop and remove the policy	25338
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 proporto reduce the impact be monitored?	sal and any changes made
	Staff and customer feedback. Monitoring of web use.	
	monto, mg ov tred abe.	
4.5	Conclusion  This section should record the overall impact, who will be imtaken to reduce/mitigate impact	pacted upon and the steps being
	No substantial impact is expected, other than potential bacustomers and using mobile technology for staff. Existing	

measures will cater for this.

# **SECTION 5: Next Steps**

Complete the action	ACTION FIRM 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	educe or remove the n	egative impacts vou h	ove identified, take	steps to foster good re	lations or fill do
gaps.						
NB. Add any additi	NB. Add any additional rows, if required.					
Action Required	Equality Groups	Intended Outcome	Resources Needed	Name of Lead,	Completion Date	RAG
	Targeted			Unit & Contact Details	(DD/MM/YY)	
Following completion of redesign work confirm and undertake EIA(s) including specific assessments for a) development plan for web self-service for customer and mobile technology	<b>■</b>	<b>1</b> BC	In place	Manager Manager	30/02/2015	Green

5.2 Ri	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]
н_	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.	12	
2	Inequity in access to and/or functionality of self service on the Web	Critical	Other channels maintained. Web development accommodates specific needs. Promote free access points, training and guided use.	12	
m	See also EIA for 3.6 which is wihtin 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/VY): 28/1/16

# WHAT NEXT?

Please email your completed EIA to the Equalities Lead: 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



# **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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: 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 Feburary 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.

- 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 <u>disproportionately</u> 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 recommission will required 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	Х			
Particular ethnic groups	Х			
Men or women (include impacts due to pregnancy/ maternity)	Х			
People or particular sexual orientation/s	Х			
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	Х			

reassignment			
People on low incomes	X		
People in particular age groups	Х		
Groups with particular faiths and beliefs	Х		
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?			

## If the answer is "negative" or "unclear" consider doing a full EIA

1.3	What do you think that the overall	None / Minimal	Significant
	NEGATIVE impact on groups and	x	
	communities will be?	This relates to the	
	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.	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;					
100						
	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 projecte that is agreed within the above noted detailed procurement plan by end March 2016. The plan will be sectioned into					

# **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	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal  • 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.  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	Summary (to be completed following analysis of the evidence above)								
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure				
	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		
Are there any other groups that you think this proposal may affect negatively or positively?		

## **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.

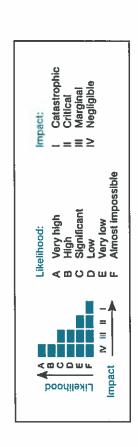
3.1	i. Who have you consulted with?	ion activity undertaken in relation to this project, ing dates, activity undertaken & groups consulted)
3.2	those on low incomes and other exclude	orientation, transgender, age, faith or belief and
	Generic impact (across all groups)	
	Men or women (include impacts 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	

As a result of what you have learned, what can you do to minimise the impact of the proposed 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 the impact? (Remember to think about the Council as a whole, another service an already be providing services which can help to deal with any negative impact).  Impact 1: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equality action are you taking?  No major change (no impacts identified)  Adjust the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes to reduce the impact be monitored?		ION 4: Reducing & Mitigating Im				
the impact? (Remember to think about the Council as a whole, another service are already be providing services which can help to deal with any negative impact).  Impact 1: [Insert impact here]  Impact 2: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equality action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision	as outlinea above?					
the impact? (Remember to think about the Council as a whole, another service are already be providing services which can help to deal with any negative impact).  Impact 1: [Insert impact here]  Impact 2: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equality action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision						
Impact 1: [Insert impact here]   Consider options as to what we can do to recompact 1: [Insert impact here]   Consider options as to what we can do to recompact 1: [Insert impact here]   Impact 3: [Insert impact here]   Impact 4: [Insert impact here]   Impact 5: [Insert impact here]   Impact 6: [Insert	t, what can be done to reduce or mitigate	Where you have identified an				
Impact 1: [Insert impact here]  Impact 2: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equalication are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes	the impact? (Remember to think about the Council as a whole, another service area may					
Impact 2: [Insert impact here] Impact 3: [Insert impact here] Impact 4: [Insert impact here] Impact 5: [Insert impact here]  4.2 Now that you have considered the potential or actual effect on equalicaction are you taking? No major change (no impacts identified) Adjust the policy Continue the policy (impacts identified) Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes						
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Impact 4: [Insert impact here]  4.2 Now that you have considered the potential or actual effect on equalication are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Impact 2: [Insert impact here]				
4.2 Now that you have considered the potential or actual effect on equali action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Impact 3: [Insert impact here]				
4.2 Now that you have considered the potential or actual effect on equalicaction are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Impact 4: [Insert impact here]				
action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes	4-60	Impact 5: [Insert impact here]				
action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		<u> </u>				
No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes	otential or actual effect on equality, wha	Now that you have considered				
Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes						
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	<u> </u>					
to reduce the impact be monitored?	olicy or proposal and any changes made	How will the impact of the pro				
		to reduce the impact be monit				
4.E. Constant	The state of the s	Caralanian and a same				
4.5 Conclusion  This section should record the overall impact, who will be impacted upon and the sta						

## **SECTION 5: Next Steps**

5.1	gaps.	plan if you need to re nal rows, if required.	educe or remove the n	egative impacts you i	have identified,
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contac Details
1	Review EIAs required following the development and agreement of a detailed procurment 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 Worwoo Interim AD ASC Commissionin

	5.2 Risk Table				
<b>Set</b> (ii) Wel	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
Il being and preve	[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]
ention services – inclu	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	
uding Assistive Technolog	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.	<b>5</b>	



#### WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



#### **EQUALITY IMPACT ASSESSMENT TOOL**

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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.

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- 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

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SEB will monitor compliance with the requirement to complete EIAs.

#### Title of Proposal

Adult Social Care Westminster Savings Proposals – High Cost, High Needs Packages Review (Ref 3.5)

i. Full Name: Stella Baillie

ii. Position:

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: 18th October 2014

#### Version number and date of update

Version 2.0:

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.

#### 1.1 What are you analysing?

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:

- 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
- 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.

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.

1.2	Does the project, policy or		INCOME OF REAL PROPERTY.	ACCRECATE VALUE OF THE PARTY OF	
1 17	impact on any of the follo	wing groups	? If so, is the i	mpact positive	or
لسط	negative?				
		None	Positive	Negative	Not sure
	Disabled people			X	
	Particular ethnic groups	X			
	Men or women (include impacts due to pregnancy/ maternity)	X			
	People or particular sexual orientation/s	Х			
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X			
	People on low incomes	Х			
	People in particular age groups			Х	
	Groups with particular faiths and beliefs	X			
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
	If the answer is "negative"				
1.3	What do you think that th		None / I	Minimal :	Significant
	NEGATIVE impact on grou	ps and	×		
ш.	communities will be?		15.1		
	None or minimal impact would no negative impact identified, or				
	will be no change to the service				
	Wherever a negative impact ha				
==	you should consider undertakir				
	completing the rest of the form	1.			
4.4	m to the contract of	e de la constante de la consta			11 6 11
1.4	Using the screening and in				uld a full
	assessment be carried out	on the proj	ect, policy or	proposal?	
21.00					
1.5	How have you come to th				
	This proposal relates to High Co to older people and adults with the continuity of services in lin associated focus on promoting	n physical disal e with nationa	bilities. There will (Care Act 2014)	ill be no detrimen eligibility criteria	ital impact on a and

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

2.1	Build up a picture of who uses/	will use your service or facility and identify who			
	<ul> <li>are likely to be impacted by the proposal</li> <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?	Up to 200 customers receive intensive home care packages at any one time which is less than 1% of the population.			
	Disabled people	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.			
	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	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			
	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	owing analysi	s of the evide	nce above)	
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	Disabled people			$\boxtimes$	
	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				
	Are there any other groups that you think this proposal may affect negatively or positively?				

## **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		
	<ul> <li>i. Who have you consulted with?         Consultation will be through business as usual case management and annual reviews i.e. affected customers and their families/carers where involved.     </li> <li>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)</li> </ul>		
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 ha undergone a process or part of process of gender reassignmen	f a
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 a 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	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 inclusion 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]			
	unbact 2. [maert mihatt nere]			

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)		
	Adjust the policy		
	Continue the policy (impacts identified)		
	Stop and remove the policy		
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

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.

# **SECTION 5: Next Steps**

ions or fill data	RAG		
ps to foster good relat	Completion Date (DD/MM/YY)	31/03/16	
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.	Name of Lead, Unit & Contact Details	Busines Analysis Team	
egative impacts you ho	Resources Needed	In Place	
duce or remove the ne	Intended Outcome	Assurance	
plan if you need to re. nal rows, if required.	Equality Groups Targeted	Older People Disabilities Ethnicity	
Action Plan Complete the action plan if you need to r gaps. NB. Add any additional rows, if required.	Action Required	Undertake impact and satisfaction analysis of customers who have experienced change as a result of this policy.	
8.57 <mark>-</mark> ligh Cost, High Ne	eds Package	s Review	

5.2 Ri	5.2 Risk Table				Section 1
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]



3.5 High Cost, High Needs Packages Review

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

Signature: Stew Silv

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



#### **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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: 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: 13th 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 to; further consolidate tri-borou experience and outcomes, achie and to deliver a step change tov health and social care services.	igh 'one depa eve substantia vard a fully in	rtment' working al efficiency and tegrated and wh	, improve the cust demand managen ole systems service	tomer nent savings ce model for
1.2	Does the project, policy or	proposal h	ave the poten	tial to <u>dispropo</u>	ortionately
	impact on any of the follow	ving groups	? If so, is the i	mpact positive	or
	negative?				
		None	Positive	Negative	Not sure
	Disabled people		$\boxtimes$	⊠*^	
	Particular ethnic groups				
	Men or women (include impacts due to pregnancy/ maternity)				
	People or particular sexual orientation/s		$\boxtimes$		
	People who are proposing to				
T W	undergo, are undergoing or				
	have undergone a process or		2		
100	part of a process of gender reassignment				
	People on low incomes		$\boxtimes$	⊠*	
	People in particular age groups		$\boxtimes$	⊠*^	
	Groups with particular faiths and beliefs	- District	$\boxtimes$		
	Are there any other groups that you think may be	$\boxtimes$			
	affected negatively or positively by this project, policy or proposal?	II III AMIO II	1104.480		7045

^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.

<sup>\*</sup>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.

#### If the answer is "negative" or "unclear" consider doing a full EIA

1.3	What do you think that the overall	None / Minimal	Significant
	NEGATIVE impact on groups and communities will be?	X	
E	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.		

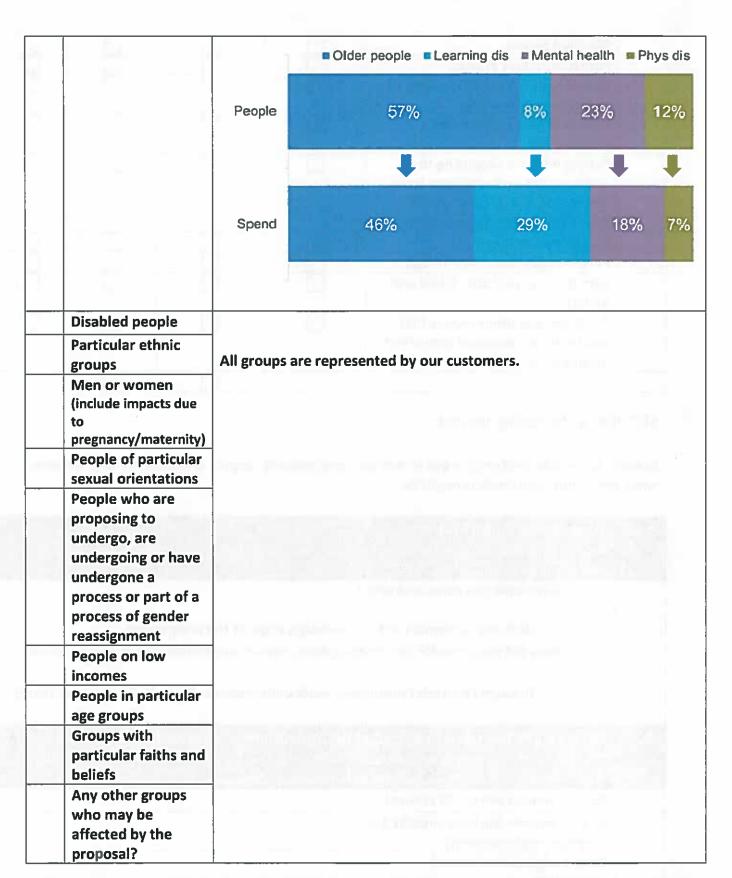
1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes x
1.5	How have you come to this decision?
T fo	The focus of this programme is on offering a better customer experience and means for staff to work more efficiently. Using the web to access services and technology to support mobile working is about and improved service offer and working environment.
	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.

# **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 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal • 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. How many people Customers across tri-borough include 1,650 in residential and nursing care and 10,500 receiving community services (at 31st March 2014), as use the service currently? What is well as those providing unpaid care and accessing local information, this as a % of services and advice) Westminster's population? The proportion of customers and spend is as follows;



2.2	Summary (to be completed following analysis of the evidence above) – as set out in 1.3				
IV.	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure

Disabled people			
Particular ethnic gi	roups		
Men or women (into pregnancy/mater	•		
People of particula orientations	ir sexual		
People who are produpted undergo, are undergone a process of gender	rgoing or have ess or part of a		
People on low inco	omes		
People in particula	r age groups		
Groups with partic beliefs	ular faiths and		
Are there any other you think this property or positively	osal may affect		

## **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 consultat	ion activity undertaken in relation to this project,
	policy or proposal	
	i. Who have you consulted with?	
	Staff and customers at the	ore-design stage of the programme.
	ii. How did you consult? (inc meet	ing dates, activity undertaken & groups consulted)
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
	Through Charteric Consulta	ncy work undertaken in 2013. (full report available)
	Infough Charter's Consulta	icy work undertaken in 2015. (idii report available)
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 exclude	ed 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	Key issue for customers and staff as relates to web
	bisabica people	self service and mobile working accessibility
		sen service and mobile working accessionly

	respectively.
 Particular ethnic groups	
People on low incomes	Key issue for customers and staff as relates to web self service and mobile working accessiblity 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	the impact? (Remember to think ab	mpact, what can be done to reduce or mitigate out the Council as a whole, another service area may an 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 act action are you taking?	ual effect on equality, what
	No major change (no impacts identified)	X
	Adjust the policy	
	Continue the policy (impacts identified)	
	Stop and remove the policy	25338
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 proporto reduce the impact be monitored?	sal and any changes made
	Staff and customer feedback. Monitoring of web use.	
	monto, mg ov tred abe.	
4.5	Conclusion This section should record the overall impact, who will be imtaken to reduce/mitigate impact	pacted upon and the steps being
	No substantial impact is expected, other than potential bacustomers and using mobile technology for staff. Existing	

measures will cater for this.

# **SECTION 5: Next Steps**

5.1	Action Plan						
etter	Complete the action	Complete the action plan if you need to reduce or remove t	duce or remove the ne	egative impacts you h	ave identified, take s	he negative impacts you have identified, take steps to foster good relations or fill data	lations or fill data
Care F	gaps.						
- und -	NB. Add any additio	NB. Add any additional rows, if required.					
Hea	Action Required	Equality Groups	Intended Outcome	Resources Needed	Name of Lead,	Completion Date	RAG
lth Integ		Targeted			Unit & Contact Details	(DD/MM/YY)	
ation Benefit Share	Following completion of redesign work confirm and undertake EIA(s) including specific assessments for a) development plan for web self-service for customer and mobile technology	₹	<b>1</b> BC	n place	Matthew Castle, Programme Manager	30/02/2015	Green
	for staff.						

5.2 Ri	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]
н	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.	12	
7	Inequity in access to and/or functionality of self service on the Web	Critical	Other channels maintained. Web development accommodates specific needs. Promote free access points, training and guided use.	12	
m	See also EIA for 3.6 which is wihtin 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:
Consil & Talanhana Futu Stalla Baillia @lbhf gay yk
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

## 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



#### **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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

# **Title of Proposal 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. Full Name: Liz Bruce ii. Position: Executive Director, Adult Social Care iii. Department: Adult Social Care iv. Contact Details: martin.calleja@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. No Version number and date of update 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.

1.1	What are you analysing?				
	Utilise Public Health Funding to which are delivering relevant p	• •		st employment an	d day centres
1.2	Does the project, policy or impact on any of the following negative?		_		
		None	Positive	Negative	Not sure
	Disabled people				
	Particular ethnic groups				
	Men or women (include impacts due to pregnancy/ maternity)				
	People or particular sexual orientation/s				
	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 with particular faiths and beliefs				
	Are there any other groups			$\perp$	
	that you think may be				
	affected negatively or				
	positively by this project,				
	policy or proposal?				
	If the answer is "negative"	or "unclear"	consider do	oing a full E	EIA
1.3	What do you think that the	e overall	None /	' Minimal	Significant
	<b>NEGATIVE</b> impact on group	ps and		х	
	communities will be?			^	
	None or minimal impact would	be where there	e is		
	no negative impact identified, o	or where there			
	will be no change to the service				
	Wherever a negative impact ha		ed		
	you should consider undertakin	-			
	completing the rest of the form				
1.4	Using the screening and in assessment be carried out No		_		
4.5					
1.5	How have you come to thi			t augmente e	antiquity of aviating
	This is a funding transfer sav services.	ing to the AS	o budget tha	i supports c	continuity of existing
	SCI VICCS.				
SECTI	ION 2: EQUALITY IMPACT A	SSESSMENT			
	ing an Evidence Base: What		w?		
Dana	mg an Evidence base. What	do you knot			
This sa	ection will help you build your ev	iidence hase ar	nd internret w	that the likely	v impact will be of
	ection win help you build your et ervice.	riderice buse di	ia interpret w	THAT THE HIKE	y impact will be of
,					
Sectio	ons 2 - 5 will be completed fo	ollowing the a	desian phasi	e of this pro	piect
					.,,
2.1	Build up a picture of who t	ıses/will use	vour servic	e or facility	and identify who
2.1	are likely to be impacted b		-	c or judinity	and identify will
	If you do not formally colle			ın then iise tha	e results of local surveys
	or consultations, census d				
	case). Please attempt to c				
	How many people use the serv				
	currently? What is this as a % of	of			
	Westminster's population?				
	Disabled people				
	Particular ethnic groups				

Men or women (include impacts due

to pregnan	cy/maternity)	
People of orientatio	particular sexual ns	
undergo, a undergon	no are proposing to are undergoing or have e a process or part of a gender reassignment	
People on	low incomes	
People in	particular age groups	
Groups wi	th particular faiths and	
	groups who may be y the proposal?	

2.2	Summary (to be completed following	owing analysi	s of the evide	nce above)	
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	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				
	Are there any other groups that you think this proposal may affect negatively or positively?				

# **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 consultat policy or proposal	ion activity undertaken in relation to this project,
	i. Who have you consulted with?	
	ii. How did you consult? (inc meet	ing 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 exclude	ed 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?

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]		
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]		

	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 t	he potential or ac	tual effect on equality, v	vhat
	action are you taking?			
	No major change (no impacts identifie	d)	$\boxtimes$	
	Adjust the policy			
	Continue the policy (impacts identified	d)		
	Stop and remove the policy			
4.3	Please document the reasons fo	r your decision		
	Potential for detrimental impacts has implementation.	been catered for in t	the policy and approach to	
4.4	How will the impact of the projeto reduce the impact be monito		osal and any changes ma	ide
	Follow up monitoring shortly after ch	anges and annual rev	view process.	
4.5	Conclusion This section should record the overall is taken to reduce/mitigate impact	mpact, who will be in	npacted upon and the steps b	eing

Impact 3: [Decline in physical

# **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
						31/03/16	

5.2 R	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 RELEVENT 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



#### **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).
- ElAs 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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

3.12 Mental Health Placements

1

#### **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	.2 Does the project, policy or proposal have the potential to disproportionately				
	impact on any of the follo	wing groups	? If so, is the	impact positive	e or
	negative?				
		None	Positive	Negative	Not sure
	Disabled people				
	Particular ethnic groups	Х			
	Men or women (include impacts due to pregnancy/ maternity)	X			
	People or particular sexual orientation/s	X			
	People who are proposing to undergo, are undergoing or have undergone a process or	X			
	part of a process of gender reassignment				
	People on low incomes	X			
	People in particular age groups	X			
	Groups with particular faiths and beliefs	Х			
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	×			
	If the answer is "negative"				
1.3	What do you think that th	e overall	None /	Minimal	Significant
1	NEGATIVE impact on grou	ps and		×	
	communities will be?				
ľ	None or minimal impact would no negative impact identified, o will be no change to the service	or where there			
-	Wherever a negative impact ha	is been identif	ied	1	
	you should consider undertakir				
	completing the rest of the form	1			
1.4	Using the screening and ir				uld a full
	assessment be carried out	on the proj	ect, policy or	proposal?	
	Yes No X				
1.5	How have you come to th				
	Changes to care packages will be mutually agreed with the custo impact will be undertaken thro	omer and refle	ct their eligible and review process	needs. Whilst a co s to obtain a pictu	onsideration of
	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

2.1		will use your service or facility and identify who
	are likely to be impacted by the	
	If you do not formally collect dat	a about a particular group then use the results of local surveys
	case). Please attempt to complet	tional trends or anecdotal evidence (indicate where this is the eall boxes.
	How many people use the service currently? What is this as a % of Westminster's population?	The service supports approximately 1100 service users in community and residential settings at any one time which is 0.48% of the population.
	Disabled people	The services are targeting people with substantial and severe MH illness many of whom have long term and enduring needs.
		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.
	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 follo	owing analysi	s of the evider	aca abaya)	
2.2	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the	None	Positive	Negative	Not sure
	impact positive or negative?  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	X			
	People in particular age groups Groups with particular faiths and beliefs				
	Are there any other groups that you think this proposal may affect negatively or positively?	$\boxtimes$			

# **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 consultate policy or proposal	ion activity undertaken in relation to this project,			
	<ul> <li>i. Who have you consulted with?         Consultation takes place through business as usual care management work – that is face to face assessment and review activity.     </li> <li>ii. How did you consult? (inc meeting dates, activity undertaken &amp; groups consulted)         As above     </li> </ul>				
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)	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.
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	Prospective changes to services will need to consider the meeting of culturally specific needs – this is core business for adult social care.
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?

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: [Varying appetite,	Reviewing services and making changes so that they			
	motivation and/or security with	are more appropriate to needs is a core business as			
_	the recommended changes]	usual function for care managers.			
	Impact 2: [Proposed change or	Carefully managed change in order to assure			
	move from a service that is	continuity of service to meet needs and preferences			
	providing services to meet	including culturally specific aspects.			
	culturally specific needs]				
	Impact 3: [Insert impact here]				
	Impact 4: [Insert impact here]				
	Impact 5: [Insert impact here]				

4.2	Now that you have considered the potential or action are you taking?	ctual effect on equality, what
	No major change (no impacts identified)	
	Adjust the policy	
	Continue the policy (impacts identified)	

	Stop and remove the policy				
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	Conclusion  This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact				
	This saving is driven by the services aim to provide the most appropriate service to meet needs, promoting independence and successful recovery wherever possible.				
	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.				

# SECTION 5: Next Steps

ions or fill data	RAG		
the negative impacts you have identified, take steps to foster good relations or fill data:	Completion Date R. (DD/MM/YY)		
ave identified, take ste	Name of Lead, Unit & Contact Details	Busines Analysis – March 2016	
egative impacts you h	Resources Needed	In Place	
duce or remove the n	Intended Outcome	Assurance	
Action Plan Complete the action plan if you need to reduce or remove t gaps. NB. Add any additional rows, if required.	Equality Groups Targeted	Disabilities Ethnicity	
Action Plan Complete the action gaps. NB. Add any additio	Action Required	Undertake impact and satisfaction analysis of customers who have experienced change as a result of this policy.	
12 Mental Health Place	ements	1	

.5.2 Ri	5.2 Risk Table	Company of the Compan			
<b>Ye</b> 12 Menta	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
Health Placem	[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]
ents	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.	6	



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: Adult Social Gir, Commissioling.

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

Date of Completion (15/10/15).....

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: 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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Adult So	ocial 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))
i. E	Full Name: Stella Baillie
ii. f	Position: Tri-borough Director of Integrated Services
iii. C	Department: Adult Social Care
iv. (	Contact Details: Stella.Baillie2@lbhf.gov.uk
Has thi	s 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	
Versio	n number and date of update
Version	1.0:
15 <sup>th</sup> Nov	vember 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?							
	Tactical review and reduction t	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 redution 2006 – 2017 (0.7% reduction on 15/16)							
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	$\boxtimes$						
	Particular ethnic groups							
	Men or women (include impacts due to pregnancy/ maternity)							
	People or particular sexual orientation/s			. 🔲				
	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	$\boxtimes$			
	Groups with particular faiths and beliefs				
	Are there any other groups				
	that you think may be affected negatively or				
	positively by this project,				
	policy or proposal?				
	If the answer is "negative"				
1.3	What do you think that th		None	/ Minimal	Significant
	NEGATIVE impact on grou	ps and		x	
	communities will be?		W. 1		
	None or minimal impact would	ha where the	ra is		
F :	no negative impact identified, o				
<b>1</b>	will be no change to the service				
	Wherever a negative impact ha	s been identif	ied		
	you should consider undertakir	the state of the s			
	completing the rest of the form				
1.4	Using the screening and ir	formation i	n augstions	1 2 and 1 2	should a full
1.4	assessment be carried out		The second second second		
	No 🕅	on the pro	icci, policy	л ргорозит	
1.5	How have you come to the				
	The levels of reduction as de		are small ar	nd there will b	pe no impact on the
	continuity of the core front lir	ne services.			
SECT	ION 2: EQUALITY IMPACT A	ASSESSMEN'	т		
	ling an Evidence Base: What				
54	B an zonacine baser inna				
This s	ection will help you build your e	vidence base e	and interpret	what the likel	ly impact will be of
your s	service.		·		
Secti	ons 2 - 5 will be completed f	ollowing the	design pha	se of this pro	oject
		,			
2.1	Build up a picture of who			ce or facility	and identify who
	are likely to be impacted l				
	<ul> <li>If you do not formally coll or consultations, census a</li> </ul>				
	case). Please attempt to c			tai eviderice (ii	Tareace Where this is the
	How many people use the serv				
1	currently? What is this as a %	of			

Westminster's population?

Particular ethnic groups

Disabled people

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	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
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 follo	owing analysi	s of the evide	nce above)	
	Does the project, policy or proposal	None	Positive	Negative	Not sure
	have the potential to have a				
	disproportionate impact on any of				
	the following groups? If so, is the				
	impact positive or negative?				
	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				
	Are there any other groups that				
	you think this proposal may affect				

negatively or positively?		

# **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	policy or proposal  i. Who have you consulted with?	ion activity undertaken in relation to this project, ing dates, activity undertaken & groups consulted)
3.2	What might the potential impact Consider disability, race, gender, sexual those on low incomes and other exclude	orientation, transgender, age, faith or belief and
	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	500 Table Ta
	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?

4.1	Where you have identified an impact, what can be done to reduce or mitigate	
4.81	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]	

	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 a	tual effect on equality	, what
	action are you taking?			
	No major change (no impacts identific	ed)		
	Adjust the policy			
	Continue the policy (impacts identifie	d)		
	Stop and remove the policy			
4.3	Please document the reasons for	or your decision		Y
	Potential for detrimental impacts had implementation.	s been catered for in	the policy and approach t	0
4.4	How will the impact of the proje	ect, policy or prop	osal and any changes i	made
	to reduce the impact be monito	red?		
	Follow up monitoring shortly after ch	nanges and annual re	view process.	
A E	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**

5.3	Action Plan						
_earr	Complete the action	plan if you need to re	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	egative impacts you h	ave identified, take st	eps to foster good rel	ations or fill data
ning D	gaps.						
visability	NB. Add any additio	NB. Add any additional rows, if required.					
/ Place	Action Required	Equality Groups	Intended Outcome	Resources Needed	Name of Lead,	Completion Date	RAG
ment		פופפום			Details		
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5.2 Ri	sk Table	1-1-1-1			THE RESERVE THE PARTY OF THE PA
14 Lear	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
Ding Disability Plo	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]
ceme					
nte and					



## THIS SECTION TO BE COMPLETED BY THE RELEVENT SERVICE MANAGER

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



#### **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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- 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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Adult So	ocial 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))
i. E	Full Name: Stella Baillie
ii. f	Position: Tri-borough Director of Integrated Services
iii. C	Department: Adult Social Care
iv. (	Contact Details: Stella.Baillie2@lbhf.gov.uk
Has thi	s 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	
Versio	n number and date of update
Version	1.0:
15 <sup>th</sup> Nov	vember 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?				
	Tactical review and reduction to	o budgets cov	ering all supplies	and services as fo	illows;
i i	LD - £600k reduction between 2009/PD/MH - £200k redution 20			·	
1.2	Does the project, policy or	proposal h	ave the potent	tial to <u>dispropo</u>	rtionately
	impact on any of the follo	wing groups	? If so, is the i	mpact positive	or
	negative?				
		None	Positive	Negative	Not sure
	Disabled people	$\boxtimes$			
	Particular ethnic groups				
	Men or women (include impacts due to pregnancy/ maternity)				
	People or particular sexual orientation/s				
	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	$\boxtimes$			
	Groups with particular faiths and beliefs				
	Are there any other groups				
	that you think may be affected negatively or				
	positively by this project,				
	policy or proposal?				
	If the answer is "negative"				
1.3	What do you think that th		None	/ Minimal	Significant
	NEGATIVE impact on grou	ps and		x	
	communities will be?				
	None or minimal impact would	ha where the	ra is		
F :	no negative impact identified, o				
<b>1</b>	will be no change to the service				
	Wherever a negative impact ha	s been identif	ied		
	you should consider undertakir	the state of the s			
	completing the rest of the form				
1.4	Using the screening and ir	formation i	n augstions	1 2 and 1 2	should a full
1.4	assessment be carried out		The second second second		
	No 🕅	on the pro	icci, policy	л ргорозит	
1.5	How have you come to the				
	The levels of reduction as de		are small ar	nd there will b	pe no impact on the
	continuity of the core front lir	ne services.			
SECT	ION 2: EQUALITY IMPACT A	ASSESSMEN'	т		
	ling an Evidence Base: What				
54	B an zonacina basar rina				
This s	ection will help you build your e	vidence base e	and interpret	what the likel	ly impact will be of
your s	service.		•		
Secti	ons 2 - 5 will be completed f	ollowing the	design pha	se of this pro	oject
		,			
2.1	Build up a picture of who			ce or facility	and identify who
	are likely to be impacted l				
	<ul> <li>If you do not formally coll or consultations, census a</li> </ul>				
	case). Please attempt to c			tai eviderice (ii	Tareace Where this is the
	How many people use the serv				
1	currently? What is this as a %	of			

Westminster's population?

Particular ethnic groups

Disabled people

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	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
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	owing analysi	s of the evider	nce above)	
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	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	<b>5</b>			
	People on low incomes				
	People in particular age groups				
	Groups with particular faiths and beliefs				
	Are there any other groups that you think this proposal may affect				

negatively or positively?		

## **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	policy or proposal  i. Who have you consulted with?	ion activity undertaken in relation to this project, ing dates, activity undertaken & groups consulted)
3.2	What might the potential impact	
		orientation, transgender, age, faith or belief and
	those on low incomes and other exclude	d 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	
-		N. 2007 12
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and	12.77
	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	
4.81	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]	

	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
	action are you taking?			
	No major change (no impacts identifi	ed)		$\boxtimes$
	Adjust the policy			
	Continue the policy (impacts identifie	d)		
	Stop and remove the policy	<del></del>		
4.3	Please document the reasons for	or your decision		
	Potential for detrimental impacts ha implementation.	s been catered for	in the policy and a	pproach to
4.4	How will the impact of the proj to reduce the impact be monito		oposal and any c	changes made
	Follow up monitoring shortly after ch	anges and annual	review process.	

This section should record the overall impact, who will be impacted upon and the steps being

4.5

Conclusion

taken to reduce/mitigate impact

# **SECTION 5: Next Steps**

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 Intended Outcome Resources Needed Name of Lead, Unit & Contact Date Date Betails 31/03/16	5.3	Action Plan						
MB. Add any additional rows, if required.  Action Required Equality Groups Intended Outcome Resources Needed Name of Lead, (DD/MM/YY)  Targeted Targeted 31/03/16	ine t	Complete the action	n plan if you need to re	duce or remove the ne	egative impacts you h	ave identified, take s	teps to foster good re	lations or fill data
Action Required Equality Groups Intended Outcome Resources Needed Name of Lead, Completion Date  Action Required Targeted Targeted Targeted Sal/03/16  Targeted Sal/03/16	y Line	gaps.						
Action Required Equality Groups Intended Outcome Resources Needed Name of Lead, Completion Date  Targeted Details Details 31/03/16	revie	NB. Add any additio	nal rows, if required.					
Targeted Unit & Contact Details	w of	Action Required	Equality Groups	Intended Outcome	Resources Needed	Name of Lead,	Completion Date	RAG
	all sur		Targeted			Unit & Contact	(DD/MM/YY)	
	noli					Details		
services hudgets	es/						31/03/16	
vices budgets	ser							
es budgets	vice							
udgets	es t							
	oudgets							

	5.2 Risk Table				
<b>1</b> 5 Line	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
by Line review of	[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]
all suppl					
ies/s					
ervices					
poo	Likelihood: Impact:  B	phic			



## THIS SECTION TO BE COMPLETED BY THE RELEVENT SERVICE MANAGER

Signature: Stell Sail

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



#### **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).
- ElAs 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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: 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 Feburary 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.

- 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 <u>disproportionately</u> 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 recommission will required 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
		. 5311146	14CBative	140t Jule
Disabled people	Х			
Particular ethnic groups	Х			
Men or women (include impacts due to pregnancy/ maternity)	Х			
People or particular sexual orientation/s	Х			
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender	Х			

reassignment			
People on low incomes	X		
People in particular age groups	Х		
Groups with particular faiths and beliefs	Х		
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?			

# If the answer is "negative" or "unclear" consider doing a full EIA

1.3 What do you think that the overall	None / Minimal	Significant
NEGATIVE impact on groups and	×	
communities will be?	This relates to the	
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.	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 projecte 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	<ul> <li>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</li> <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?

2.2	Summary (to be completed follo	owing analysi	s of the evide	nce above)	diam'r.
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	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		
Are there any other groups that you think this proposal may affect negatively or positively?		

# **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.

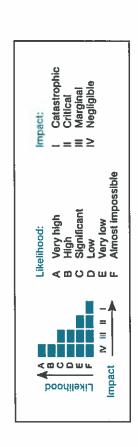
3.1	Consultation Information  This section should record the consultate policy or proposal	tion activity undertaken in relation to this project,
	i. Who have you consulted with?	
	ii. How did you consult? (inc meet	ting dates, activity undertaken & groups consulted)
3.2	What might the potential impact	on individuals or groups be?
		orientation, transgender, age, faith or belief and
	those on low incomes and other exclude	ed 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	The state of the s
	Groups with particular faiths and beliefs	
	Other excluded individuals and	

As a result of what you have learned, what can you do to minimise the impact of the proposed 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 the impact? (Remember to think about the Council as a whole, another service an already be providing services which can help to deal with any negative impact).  Impact 1: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equality action are you taking?  No major change (no impacts identified)  Adjust the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes to reduce the impact be monitored?		ION 4: Reducing & Mitigating Im
the impact? (Remember to think about the Council as a whole, another service are already be providing services which can help to deal with any negative impact).  Impact 1: [Insert impact here]  Impact 2: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equality action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision	as outlinea above?	
the impact? (Remember to think about the Council as a whole, another service are already be providing services which can help to deal with any negative impact).  Impact 1: [Insert impact here]  Impact 2: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equality action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision		
Impact 1: [Insert impact here]   Consider options as to what we can do to recompact 1: [Insert impact here]   Consider options as to what we can do to recompact 1: [Insert impact here]   Impact 3: [Insert impact here]   Impact 4: [Insert impact here]   Impact 5: [Insert impact here]   Impact 6: [Insert impact 6: [Inse	t, what can be done to reduce or mitigate	Where you have identified an
Impact 1: [Insert impact here]  Impact 2: [Insert impact here]  Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  A.2 Now that you have considered the potential or actual effect on equalication are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		
Impact 2: [Insert impact here] Impact 3: [Insert impact here] Impact 4: [Insert impact here] Impact 5: [Insert impact here]  4.2 Now that you have considered the potential or actual effect on equalication are you taking? No major change (no impacts identified) Adjust the policy Continue the policy (impacts identified) Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		
Impact 3: [Insert impact here]  Impact 4: [Insert impact here]  Impact 5: [Insert impact here]  4.2 Now that you have considered the potential or actual effect on equalication are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes	•	Impact 1: [Insert impact here]
Impact 4: [Insert impact here]  4.2 Now that you have considered the potential or actual effect on equalication are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Impact 2: [Insert impact here]
4.2 Now that you have considered the potential or actual effect on equali action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Impact 3: [Insert impact here]
4.2 Now that you have considered the potential or actual effect on equalicaction are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Impact 4: [Insert impact here]
action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes	4-60	Impact 5: [Insert impact here]
action are you taking?  No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		<u> </u>
No major change (no impacts identified)  Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes	otential or actual effect on equality, wha	Now that you have considered
Adjust the policy  Continue the policy (impacts identified)  Stop and remove the policy  Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		
Continue the policy (impacts identified)  Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		No major change (no impacts identif
Stop and remove the policy  4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Adjust the policy
4.3 Please document the reasons for your decision  4.4 How will the impact of the project, policy or proposal and any changes		Continue the policy (impacts identifi
4.4 How will the impact of the project, policy or proposal and any changes		Stop and remove the policy
4.4 How will the impact of the project, policy or proposal and any changes	ur decision	Please document the reasons
	<u> </u>	
to reduce the impact be monitored?	olicy or proposal and any changes made	How will the impact of the pro
		to reduce the impact be monit
4.E. Constant	The state of the s	Caralanian and a same
4.5 Conclusion  This section should record the overall impact, who will be impacted upon and the sta		

# **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 & Contac Details		
1	Review EIAs required following the development and agreement of a detailed procurment 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 Worwoo Interim AD ASC Commissionin		

	5.2 Risk Table				SV Town The State
16 Altern	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
native funding for	[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]
ਜ Westminster Shoppe	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.	<b>6</b>	



Signature:

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: Adult Social Gill, Commissioning

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

#### WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk

Date of Completion (15/10/15).....



#### **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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

# **Title of Proposal Sexual Health Efficiencies Public Health Westminster Savings Proposals**; **Contract & staffing budget reductions 2016/17** 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 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.

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.

Version number and date of update

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.

1.1	What are you analysing?								
	Access to community and mand	latory sexual l	nealth services to	meet local needs	5				
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	Х							
	Particular ethnic groups	х	_						
	Men or women (include impacts due to pregnancy/ maternity)	х							
	People or particular sexual orientation/s	X							
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	х							
	People on low incomes	Х							
	People in particular age groups	х							
	Groups with particular faiths and beliefs	х							

	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	х				
	If the answer is "negative"	or "unclear'	' consider doi:	ng a full E	ΞΙΑ	
1.3	What do you think that the	e overall	None / N	/linimal	S	ignificant
	NEGATIVE impact on group	s and	V			
	communities will be?		Much o	of our		
			saving			
	None or minimal impact would	be where ther	<u>e is</u> achieve	1		
	no negative impact identified, o		990111119	service		
	will be no change to the services	DESCRIPTION OF THE PARTY OF THE PARTY.	Patrivays	to give		
	Wherever a negative impact has		Breater at	ı		
	you should consider undertaking completing the rest of the form.		targeted g			
			need o servio			
			361 710	.63		
1.4	Using the screening and infassessment be carried out No					d a full
4.5	Harris I. San	-l!-! <b>2</b>			West to	
1.5	How have you come to this		ah radasian an	d ro proou	romon	t evereiges
	The savings have been plann that have also been able to de					
	no longer necessary to meet of	_	_	ttoriding in	10101100	ar corntracto
Build  This se	ION 2: EQUALITY IMPACT AS ing an Evidence Base: What of the control of the contro	do you knov		t the likely	impacı	t will be of
2.1	Build up a picture of who us			r facility (	and id	entify who
	<ul> <li>are likely to be impacted by</li> <li>If you do not formally collection or consultations, census data case). Please attempt to consultations.</li> </ul>	t data about a a, national trer	particular group th ads or anecdotal ev			
	How many people use the service currently? What is this as a % of Westminster's population?	e	-			
	Disabled people					

Men or women (include impacts due

Particular ethnic groups

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 foll	owing analysi	s of the evide	nce above)	
Does the project, policy or proposal	None	Positive	Negative	Not sure
have the potential to have a				
disproportionate impact on any of				
the following groups? If so, is the				
impact positive or negative?				
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				
Are there any other groups that				
you think this proposal may affect				
negatively or positively?				

**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	policy or proposal  i. Who have you consulted with?	tion activity undertaken in relation to this project,
3.2	What might the potential impact	에 가게 되는 것이 있는데 얼마를 하는데 하면 살으면 하게 되었습니다. 그 나는 이 사람들이 되는 것이 없는데 되었습니다. 그는 것이 없는데 그렇게 되었습니다. 그 없는데
	Consider disability, race, gender, sexual those on low incomes and other exclude	orientation, transgender, age, faith or belief and
	Generic impact (across all groups)	a marriadais or 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?

4.1	the impact? (Remember to think ab	npact, what can be done to reduce or mitigate out the Council as a whole, another service area may an help to deal with any negative impact).
	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	ential or actual effect	on equality, what
	action are you taking?		
	No major change (no impacts identified)		
	Adjust the policy		
	Continue the policy (impacts identified)		
	Stop and remove the policy		
4.3	Please document the reasons for your	decision	
4.4	How will the impact of the project, poli	cy or proposal and ar	ny changes made
	to reduce the impact be monitored?		
4.5	Conclusion		
	This section should record the overall impact, w	ho will be impacted upoi	n and the steps being
	taken to reduce/mitigate impact		

# **SECTION 5: Next Steps**

iili data		
elations or J		RAG
steps to foster good re		Completion Date (DD/MM/YY)
have identified, take :		Name of Lead, Unit & Contact Details
egative impacts you l		Resources Needed
duce or remove the n		Intended Outcome
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.	Equality Groups Targeted
Action Plan Complete the action gaps.	NB. Add any additio	Action Required
ട്ടു3i Public Healtl ഗ	n – (	Grant/Contract Reductions

, 5.2 Ri	5.2 Risk Table				
Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
C Health - Grant	[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]
/Contract Red					



3.23i Public Health - Grant/Contract Reductions

THIS SECTION TO BE COMPLETED BY THE RELEVENT 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



#### **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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- Section 1 of the EIA Tool: Initial Screening, will help you decide whether a full EIA is necessary

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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

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

# Title of Proposal

**Substance Misuse and Offender Health Efficiencies** 

Public Health Westminster Savings Proposals; Contract & staffing budget reductions 2016/17

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

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.

Procurement projects have included EIA and the comments are included in reports.

No risks were identified

# Version number and date of update

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.

1.1	What are you analysing?					
	Access to drug and alcohol serv	ices to meet a	ssessed needs			
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	х				
	Particular ethnic groups	Х				
	Men or women (include impacts due to pregnancy/ maternity)	х				
	People or particular sexual orientation/s		x			
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment		X			
	People on low incomes	х				
	People in particular age groups		х			
	Groups with particular faiths and beliefs	х				
	Are there any other groups	х				

	that you think may be						
1	affected negatively or						
	positively by this project,						
	policy or proposal?						
*****	If the answer is "negative	" or "unclear"	consider do	ng a full	EIA		
1.3	What do you think that th			Minimal		ignificant	
	NEGATIVE impact on grou						
	communities will be?			(			
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	None or minimal impact would	he where there	saving				
	no negative impact identified,		acine				
	will be no change to the service		opening ι	· .			
	Wherever a negative impact h		pacitivay	-			
	you should consider undertaki		gi cater a	I			
	completing the rest of the form		targeted	- ·			
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			serv	ices			
1.4	Using the servening and i	ofowanting in	vuostions 1	2 and 4 2	abou	الماء ح	
1.4	Using the screening and in		•			id a Tuli	
	assessment be carried ou	t on the projec	t, policy or [	proposal:	<u> </u>		
	No						
4 5		:1					
1.5	How have you come to th		1 *	1			
	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.	willst exteriding	targeted ser	vices to w	iden ad	cess and	1
	Theet our residents fleeds.						
SECT	ION 2: EQUALITY IMPACT A	SSESSMENT					
	ling an Evidence Base: What		•				
Dunc	ing an Evidence base. What	do you know:	•				
This s		:			. <b>.</b>		,
	ection will help you build your e service.	Jiaence base ana	interpret wnd	it tne likely	' impac	t will be of	Ţ
yours	service.						
2.4	Build an ausistan of all	/:11	•	· · · · ·			
2.1	Build up a picture of who			or facility	and ia	entify w	no
	are likely to be impacted b	•					
	If you do not formally colle						
	or consultations, census de		s or anecdotal e	vidence (ind	icate wi	nere this is	the
	case). Please attempt to c						
	How many people use the serv	į.					
	currently? What is this as a % o	71					
	Westminster's population?			***************************************			·
	Disabled people						

Men or women (include impacts due

Particular ethnic groups

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	
1	Groups with particular faiths and beliefs	
1 1	Any other groups who may be affected by the proposal?	

.2 Summary (to be completed t	following analy		dence above)	
Does the project, policy or propos	sal <b>None</b>	Positive	Negative	Not sure
have the potential to have a				
disproportionate impact on any o	f			
the following groups? If so, is the				
impact positive or negative?				
Disabled people				
Particular ethnic groups				
Men or women (include impacts do to pregnancy/maternity)	ue 🗌			
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				
Are there any other groups that				
you think this proposal may affect	ct			
negatively or positively?				

# **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 consultate policy or proposal  i. Who have you consulted with?	tion activity undertaken in relation to this project,
	ii. How did you consult? (inc mee	ting dates, activity undertaken & groups consulted)
3.2	those on low incomes and other exclud	l orientation, transgender, age, faith or belief and
	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	

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

Other excluded individuals and

beliefs

groups

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?

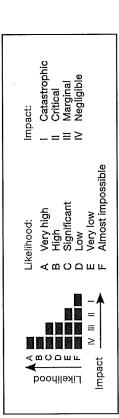
4.1	Where you have identified an impact, what can be done to reduce or mitigate						
	the impact? (Remember to think about the Council as a whole, another service area may						
	already be providing services which can	help to deal with any negative impact).					
	Impact 1: [Dissatisfaction and/or						
	anxiety associated with managing						
	change and transition]						
	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 potenti	al or actual effect on equality, what
	action are you taking?	
	No major change (no impacts identified)	
	Adjust the policy	
	Continue the policy (impacts identified)	
	Stop and remove the policy	
4.3	Please document the reasons for your deci	sion
4.4	How will the impact of the project, policy of	or proposal and any changes made
	to reduce the impact be monitored?	
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**

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

5.2 Ris	5.2 Risk Table				
23ii Publ	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
CHealth – Grant/Contr	[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]
act Red					



3.23ii Public Health - Grant/Contract Reductions

THIS SECTION TO BE COMPLETED BY THE RELEVENT 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



#### **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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- 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**

- <u>Step-by-Step Guidance to the questions</u>
- An EIA e-learning module is available for all Westminster staff: 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

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
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 mrobinson4@westminster.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.
No
Version number and date of update
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.

1.1	What are you analysing?			THE RESERVE					
	Staffing budgets								
1.2		proposal have the potential to <u>disproportionately</u> wing groups? If so, is the impact positive or							
		None	Positive	Negative	Not sure				
	Disabled people								
	Particular ethnic groups	$\boxtimes$							
	Men or women (include impacts due to pregnancy/ maternity)								
	People or particular sexual orientation/s								
	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	$\boxtimes$							
	People in particular age groups								
	Groups with particular faiths and beliefs								
	Are there any other groups that you think may be								

	affected negatively or positively by this project,						
	policy or proposal?					1	
	If 41		<u> </u>				
1.3	If the answer is "negative" or " What do you think that the ov	SHE SHEET AND A SHEET OF PARTY.			ig a full linimal	The same of the sa	ignificant
1.5	NEGATIVE impact on groups a				miniai		
	communities will be?	ile.		$\square$			
	None or minimal impact would be w	AND THE REAL PROPERTY.					
	no negative impact identified, or wh						
	will be no change to the services for Wherever a negative impact has bee	THE RESERVE OF THE PERSON	The second second				
	you should consider undertaking a fu		cu				
	completing the rest of the form.						
1 1	Illaina the companies and inform			1 2	and 4.5	المراء المراء	L. C. II
1.4	Using the screening and inforn assessment be carried out on t						іа а тип
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	The mitigation of any inflation upli			ıgh exi	sting cap	oacity ir	the Staffing
	budget within a ringfenced Public	Health G	erant				
SECT	TION 2: EQUALITY IMPACT ASSES	SMENT					
Build	ding an Evidence Base: What do y	ou knov	w?				
	section will help you build your evidend	ce base ar	nd interpre	t what	the likel	y impac	t will be of
your s	service.						
2.1	Build up a picture of who uses/	will use	your serv	vice or	facility	and id	entify who
	are likely to be impacted by the	e propos	al				
	<ul> <li>If you do not formally collect dat</li> </ul>						
	or consultations, census data, no case). Please attempt to complete			lotal ev	idence (in	dicate wl	nere this is the
	How many people use the service	le un boxes					
	currently? What is this as a % of						
	Westminster's population?						
	Disabled people						
	Particular ethnic groups						
	Men or women (include impacts due						
	to pregnancy/maternity)						
						5	
	People of particular sexual						
	orientations	1					

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 follo	owing analysi	s of the evide	nce above)	
	Does the project, policy or proposal have the potential to have a disproportionate impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	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				
	Are there any other groups that you think this proposal may affect negatively or positively?				
	*				

# **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 mee	ing 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 exclude	ed 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?

4.1	the impact? (Remember to think ab	mpact, what can be done to reduce or mitigate out the Council as a whole, another service area may an help to deal with any negative impact).
	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]	

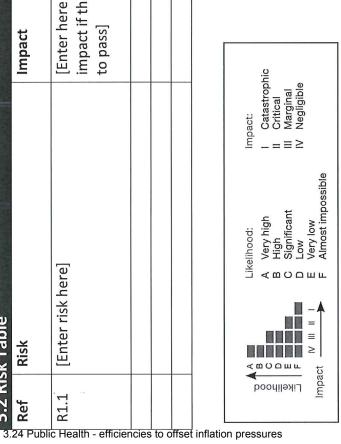
4.2 Now that you have considered the potential or actual effect on equality, what

	action are you taking?	
	No major change (no impacts identified)	$\boxtimes$
	Adjust the policy	
	Continue the policy (impacts identified)	
	Stop and remove the policy	
4.3	Please document the reasons for your decision	
4.4	How will the impact of the project, policy or prope	osal and any changes made
	to reduce the impact be monitored?	
4.5	Conclusion	
	This section should record the overall impact, who will be in	pacted upon and the steps being
	taken to reduce/mitigate impact	
	No Impact	

# **SECTION 5: Next Steps**

is or fill data	
elatior	RAG
negative impacts you have identified, take steps to foster good relations or fill data	Completion Date (DD/MM/YY)
have identified, take	Name of Lead, Unit & Contact Details
egative impacts you I	Resources Needed
duce or remove the n	Intended Outcome
Action Plan Complete the action plan if you need to reduce or remove the gaps.	Equality Groups Targeted
Action Plan Complete the action gaps.	Action Required
بِعِ4 Public Health -	efficiencies to offset inflation pressures

, 5.2 Ris	5.2 Risk Table				
24 Publi	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
C Health - efficiencies to of	[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]
fset					



THIS SECTION TO BE COMPLETED BY THE RELEVENT SERVICE MANAGER
Signature: AKG 9 - for Dr Mike Robinson Full Name: DR IKE ANYA
Unit: PUBLIC HEALTH
Email & Telephone Ext: "anya @ weshminster-gov. uk Ext 4668
Date of Completion (12/11/15) / / / / / / / / / / / / / / / / / / /

## WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk