



City of Westminster

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 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 you should 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).

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

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| Title |
| Effective neighbourhood working programme |
| What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed? |
| <p>1. Background</p> <p>1.1 This phase of the programme focuses on designing and implementing a new neighbourhood model in City Management and Communities (Public Protection and Licensing and Environmental Sciences) and Growth Planning and Housing (Planning Inspectors), working closely with Public Health.</p> <p>1.2 The following key factors have influenced the changes proposed in this report and the overall neighbourhood approach:</p> <ul style="list-style-type: none"> • Alignment to the ‘City for All’ vision to deliver more localised services to the community. • Data and business analysis which highlights opportunities for more efficient and effective ways of delivering services. • Continuing financial challenges for local government. <p>1.3 The implementation of a neighbourhood model within City Management and Communities (CMC) and Growth Planning and Housing (GPH), working closely with Public Health (PH), requires a staffing restructure and the creation of multi-disciplinary teams within Public Protection and Licensing, integrating Planning Inspectors (GPH) and Environmental Health Officers (GPH).</p> <p>2. Aim and vision</p> <p>2.1 The vision for the new model is to ‘develop a neighbourhood approach for a world class Westminster, where services are delivered locally and tailored to the needs of the community’ and the following design principles have been agreed to ensure the vision is delivered:</p> <ul style="list-style-type: none"> • Integrated view - A ‘common view’ shared across services & partners, which provides governance and management in an area-based setting, focusing on local and strategic priorities. • Excellent staff - High performing teams who are able to resolve issues and queries at the first point of contact through a multi-skilled, specialist, empowered workforce. • Intelligence lead – The real-time deployment of data to inform preventative strategies that reduce demand and increase compliance. • Customer and community - Delivering excellent community engagement and streamlining access for customers to services through a ‘one front door’ approach and modern digital services. • Effective and efficient - Flexible deployment of multi-skilled resources and exploiting the benefits of mobile, agile and flexible technology. |

3. Objectives

- To design a new operating model for the delivery of appropriate front line services to neighbourhoods.
- To implement the new operating model across the council and with partners which promotes improved neighbourhood working.
- To review current and future provision of technology to support the implementation of the new operating model.
- To contribute to the Council's MTP savings from 18/19.

4. Overview of proposed changes

The implementation of the neighbourhood model will achieve the following:

- 4.1 An integrated approach that brings together the skills and strengths of front line employees to deliver services which respond to the needs of local areas. Some employees will work across a cluster of disciplines, supported by enhanced learning and development.
- 4.2 The creation of city wide services to deliver consistent services across all areas, particularly those that require a specialist need and/or where the function of the service doesn't complement neighbourhood working. These services will provide greater capacity for strategic, developmental and partnership working and appropriate resource for regulatory activity.
- 4.3 The city will be divided into neighbourhood areas which will be formed by clusters of wards, based on size and demands. Each area will have a strategic lead that will manage a team of multi-skilled and/ or multi-disciplinary teams allocated to neighbourhoods.
- 4.4 A thematic approach to managing strategic priorities and emerging issues will be implemented council-wide and with partners, where appropriate, to bring services together to deliver a more coordinated and effective outcome.

5. Impact on service delivery

- 5.1 Following the completion of formal staff consultation and finalisation of the structure, it is still not envisaged that there will be a negative impact on service delivery from the proposed changes.
- 5.2 Potential changes to the delivery of services will continue to provide high quality services that fulfil statutory requirements with strengthened civic leadership as the concept of 'Effective Neighbourhood Working' develops.
- 5.3 Potential income generating opportunities will be in the form of additional levels of services currently delivered and through additional enforcement activities, which is expected to have a positive effect on local communities.
- 5.4 It is expected that there will be an increase in enforcement income from a number of legislative changes, particularly in relation to housing regulation. These will be subject to specific policy and procedural documentation and will be subject to their own equalities impact assessments as these are applied. We do not however envisage that these will have a detrimental effect on any particular group.

Details of the lead person completing the screening/EIA

| | |
|----------------|---|
| (i) Full Name: | Richard Barker |
| (ii) Position: | Director of Community Services / ENW Programme director |
| (iii) Unit: | City Management and Communities |

(iii) Contact Details: (e) rbarker@westminster.gov.uk

Date sent to Equalities@westminster.gov.uk

Version number and date of update

- v.0.5 20 March 2018

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative? | | | | |
|---|-------------------------------------|--|--------------------------|--------------------------|
| | None | Positive | Negative | Not sure |
| Disabled people | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Particular ethnic groups | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Men or women (include impacts due to pregnancy/ maternity) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People or particular sexual orientation/s | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People on low incomes | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| People in particular age groups | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Groups with particular faiths and beliefs | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal? | | <input type="checkbox"/> | <input type="checkbox"/> | |
| If the answer is “negative” or “unclear” consider doing a full EIA | | | | |
| 1.2 What do you think that the overall NEGATIVE impact on groups and communities will be? | | | | |
| None/ Minimal | | Significant | | |
| <input checked="" type="checkbox"/> | | <input type="checkbox"/> | | |
| 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. | | Significant impact would be where there is an impact identified that has substantial impact on any groups. | | |
| If the answer is “significant” consider doing a full EIA | | | | |

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| 1.3 | Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal |
| | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| 1.4 | How have you come to this decision? |
| | <p>The council is committed to retaining the current level of services under these proposals, and the changes will have substantial improvements from a customer point of view. Whilst levels of employee-led activity may change as resource is reduced, this will be carefully managed to ensure a broad quality of universal provision is maintained.</p> <p>.</p> |

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

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| 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 | |
| | <ul style="list-style-type: none"> <i>if you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> | |
| | How many people use the service currently? What is this as a % of Westminster's population? | |
| | Age | |
| | Disability | |
| | Gender | |
| | Race | |
| | Religion or belief | |

| | | |
|-----|--|--|
| | Sexual orientation | |
| 2.2 | <p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p> | |
| | <p><i>If yes, provide details.</i></p> | |
| 2.3 | <p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p> | |
| | <p><i>If yes, provide details.</i></p> | |

SECTION 3: ASSESSING THE 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.

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| <p>3.1</p> | <p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p> |
| | <p><i>Formal consultation has not been required.</i></p> |
| <p>3.2</p> | <p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p> |
| | <p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p> |

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). | |
|-----|---|---|
| | <p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> | |
| | <p>Column A – Issues or barriers, things to take into account</p> | <p>Column B – what changes can be made to remove or reduce barriers or negative impacts (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).</p> |
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| | <i>Enter additional rows if require</i> | |
| 4.2 | Now that you have considered the potential or actual effect on equality, what action are you taking? | |
| | <input checked="" type="checkbox"/> | <p>1. No major change (no impacts identified) Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</p> |
| | <input type="checkbox"/> | <p>2. Adjust the policy You will take steps to remove barriers or to better advance equality.</p> |
| | <input type="checkbox"/> | <p>3. Continue the policy (impacts identified) You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p> |
| | <input type="checkbox"/> | <p>4. Stop and remove the policy There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p> |

| 4.3 | Please document the reasons for your decision |
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| | <p>As previously noted, it is not anticipated that this programme of work will result in significant changes to the services but seeks to promote more effective, efficient and accessible ways of delivering services, at a neighbourhood level.</p> |

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

| <p>5.1</p> <p>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.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p> | | | | | | | | |
|--|--|--------------------------|------------------|------------------|--------------------------------------|----------------------------|-----|--|
| | Action Required | Equality Groups Targeted | Intended outcome | Resources Needed | Name of Lead, Unit & Contact Details | Completion Date (DD/MM/YY) | RAG | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | <i>Enter additional rows if required</i> | | | | | | | |

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Richard Barker

UNIT: City Management & Communities

EMAIL & TELEPHONE EXT: rbarker@westminster.gov.uk

DATE (DD/MM/YYYY): 20/03/18

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk