



## 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 internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

### Who should undertake the EIA?

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

### Further Guidance

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

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

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

<b>Title of Proposal</b>
<b>Multi-disciplinary Family Assessment Service – Contract Award and implementation</b>
<b>Lead Officer</b>
<ul style="list-style-type: none"> <li>i. <b>Full Name:</b> Matthew Jones</li> <li>ii. <b>Position:</b> Commissioning Officer (Social Care)</li> <li>iii. <b>Department:</b> Children’s Services</li> <li>iv. <b>Contact Details:</b> <a href="mailto:Matthew.Jones@rbkc.gov.uk">Matthew.Jones@rbkc.gov.uk</a> / 020 7361 2001</li> </ul>
<b>Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.</b>
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>Date of original EIA:</b> 06/08/2015
<b>Version number and date of update</b>
Version 1.0 – 06/08/2015 – Completed EIA for Contract Award Decision Version 2.0 – 18/01/2016 – Updated EIA

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

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

<b>1.1</b>	<b>What are you analysing?</b>
	<p>Following a tender exercise, a contract was awarded to the Tavistock and Portman NHS Foundation Trust (TPFT) to deliver a Multi-disciplinary Family Assessment Service on behalf of Westminster City Council and the London Borough of Hammersmith &amp; Fulham. The service shall provide a range of multi-disciplinary assessments of the needs, risks, parenting capacity and potential for change in complex families in order to inform decisions by the local authority and the family courts. It is a specialist service which is only available to families who are referred and approved by social work managers in Family Services.</p> <p>Family Assessments are required as they play a key role in informing Care Proceedings and decisions by family courts on placements for children and young people. These assessment reports also contribute to delivering timely outcomes for families and proceedings within 26 weeks as required by the Public Law Outline. Delivery by an external provider helps to ensure objective and timely assessments which are well-regarded by the family courts.</p> <p>The majority of family assessments were previously delivered through another contract with the TPFT, which expired on 31 December 2015. The new contract continues this service provision. Westminster also has a contract with the Central and North West London NHS Foundation Trust for the delivery of particularly complex child and family psychiatric assessment services through the Marlborough Family Service. The contract was let for a five year period from 1st April 2011 to 31st March 2016. The new contract with the TPFT will incorporate assessments currently delivered by the Marlborough Family Service. The CNWL</p>

contract will therefore not be renewed or re-procured separately at the end of the current contract period.

The new service provided by the TPFT will benefit vulnerable children and families by providing a holistic, single assessment of each family's needs and functioning, reducing the time, cost and burden on the family of multiple assessments. The service will also provide access to specialist expertise to meet the particular needs of client families required, including mental health, substance misuse, domestic violence and learning difficulties.

The new contract requires the provider to deliver a minimum of 30 full assessments per annum for Westminster, which is the approximate level of service demand in the borough for the past two years. Overall service capacity and peaks and troughs in demand may limit access to the service. However, the contract allows for an increased number of assessments to better meet variations in demand.

<b>1.2 From a service user and staff perspective, does the project, policy or proposal have the potential to <u>disproportionately impact</u> on any of the following groups? If so, is the impact positive or negative?</b>					
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" 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"/>	<b>No</b> <input checked="" type="checkbox"/>	

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

<b>1.3</b>	<b>What do you think that the overall <b>NEGATIVE</b> impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

	<p>None or minimal impact would be where there is <u>no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>		
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<b>1.4</b>	<b>Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?</b>
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	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
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<b>1.5</b>	<b>How have you come to this decision?</b>
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	<p>A full assessment has been provided to ensure clarity on the expected positive impacts for vulnerable children and families in Westminster arising from the implementation of the new service.</p>
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## 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. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2*

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> </ul>	
	<b>How many people use the service currently? What is this as a % of Westminster's population?</b>	<p>In 2015/16, the two previous family assessment contracts undertook referrals from approximately 40 families. Based on an average of 4 people per family, this is 160 people, which is 0.001% of Westminster population.</p> <p>Due to the complex nature and requirements for family assessments, the specific service users who will access the Assessment Service delivered by the provider is currently unknown. There is therefore little relevant data that can be analysed.</p>
	<b>Disabled people</b>	<p>Due to difficulties in collecting data regarding this area, no data specific to the service is available. The service will involve working with complex families, including those with mental health issues or learning disabilities, and specialist capacity to meet these needs are provided within the service.</p>
	<b>Particular ethnic groups</b>	<p>As part of the tender submission, the provider provided an ethnic breakdown of assessments completed over the previous calendar year which demonstrated their ability to work with service users regardless of background: Asian or Asian British 4%; Black or Black British 29%; Mixed 21%; Arab 3%; Kurdish 3%; White British 17%; White European 13%; Not known/stated 10%.</p>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<p>The service will be utilised by both male and female family members participating in a family assessment. From previous service experience, there is likely to be a slightly higher proportion of female service users. The service will undertake pre-birth family assessments and provide specialist support for domestic violence issues, which disproportionately affects women.</p>

	<b>People of particular sexual orientations</b>	Data on sexual orientation is currently not available but it is unlikely that this proposal will impact either positively or negatively on this protected characteristic.
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment.
	<b>People on low incomes</b>	Based on anecdotal evidence and experience in Family Services, a high number of service users will be families on low incomes. There is a close link between care proceedings and assessment requirements and many families involved in the care proceedings process include people on low incomes.
	<b>People in particular age groups</b>	Some data is available for 30 assessments completed in 2012/13 by the outsourced service. The analysis also showed that 77% of children involved in assessments are under the age of 11, so the proposed service will have a positive impact on vulnerable young children.
	<b>Groups with particular faiths and beliefs</b>	Data on particular faiths and beliefs is not available but based on previous service experience it is likely that service users will come from a range of backgrounds, including different faiths and beliefs.
	<b>Any other groups who may be affected by the proposal?</b>	N/A

**This section should be completed for all proposals that will impact on staff.**

<b>2.2</b>	<b><i>Build up a picture of the makeup of the workforce profile in the service affected.</i></b>																																																				
	<p><b>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</b></p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender</li> <li>• Gender Reassignment</li> <li>• Ethnicity</li> <li>• Pregnancy and Maternity</li> <li>• Religion/Belief</li> <li>• Sex</li> </ul>	<p>The service is delivered by an external contractor and this information has not been provided.</p> <table border="1"> <thead> <tr> <th rowspan="2">Group</th> <th colspan="2">Service</th> <th colspan="2">Council</th> </tr> <tr> <th>No</th> <th>%</th> <th>No</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="5"><b>Age</b></td> </tr> <tr> <td>16-24</td> <td></td> <td></td> <td>35</td> <td>2%</td> </tr> <tr> <td>25-29</td> <td></td> <td></td> <td>148</td> <td>7%</td> </tr> <tr> <td>30-44</td> <td></td> <td></td> <td>893</td> <td>43%</td> </tr> <tr> <td>45-59</td> <td></td> <td></td> <td>854</td> <td>41%</td> </tr> <tr> <td>60-64</td> <td></td> <td></td> <td>115</td> <td>5%</td> </tr> <tr> <td>65 +</td> <td></td> <td></td> <td>33</td> <td>2%</td> </tr> <tr> <td colspan="5"><b>Disability</b></td> </tr> </tbody> </table>			Group	Service		Council		No	%	No	%	<b>Age</b>					16-24			35	2%	25-29			148	7%	30-44			893	43%	45-59			854	41%	60-64			115	5%	65 +			33	2%	<b>Disability</b>				
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<ul style="list-style-type: none"> <li><b>Sexual Orientation</b></li> </ul>	Yes			66	3%	
	No			897	43%	
	Not Known			1115	54%	
	<b>Ethnicity</b>					
	Asian/Asian British			145	7%	
	Black/Black British			416	20%	
	Mixed			62	3%	
	White			1371	66%	
	Other			42	2%	
	Unknown			83	4%	
	<b>Gender</b>					
	Female			1192	57%	
	Male			886	43%	
	<b>Pregnancy and Maternity</b>					
	<ul style="list-style-type: none"> <li>Are any staff pregnant or on maternity</li> <li>How are they affected by this change</li> </ul>					
	<b>Religion &amp; Belief</b>					
	There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
<b>Sexual Orientation</b>						
There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included						
<b>Gender Reassignment</b>						
Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.						
	<b>Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?</b>			Not available		
	<b>Does TUPE apply to this proposal?</b>			TUPE does not apply to Westminster employees for this proposal.		
	<b>Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?</b>			The service will be subject to a consultation and reorganisation being led by the contractor. The proposals are currently being developed by the contractor.		

<p><b>Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?</b></p>	<p>As above.</p>
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<b>2.3 Summary (to be completed following analysis of the evidence above)</b>				
	None	Positive	Negative	Not sure
<p>Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?</p>				
<p><b>Disabled people</b></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Particular ethnic groups</b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Men or women (include impacts due to pregnancy/maternity)</b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>People of particular sexual orientations</b></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>People on low incomes</b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>People in particular age groups</b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Groups with particular faiths and beliefs</b></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Are there any other groups that you think this proposal may affect negatively or positively?</b></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### SECTION 3: Assessing Impact

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

<b>3.1 Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>Consultation was undertaken with social work team managers in the development of the service specification and associated contract documentation. Key requirements regarding a non-discriminatory, open, accessible and independent service were identified and set out as part of the procurement opportunity.</p> <p>Consultation was also undertaken with the market through a market engagement event prior to the procurement being launched, where feedback on the service requirements was sought.</p> <p>As part of a question on communication and collaboration with service users, tenderers were asked to address how they would ensure diversity and effective working with BAME service users. In their response, the recommended provider identified their sensitivity to working</p>



	<p>with service users regardless of background and demonstrated the wide range of ethnicity in the assessments completed in the previous calendar year. The provider’s Patient Advice and Liaison service is also available to support service users in using and engaging the service, regardless of background.</p> <p>Due to the complex and sensitive nature of family assessments, it was not possible or appropriate to consult with actual or potential service users regarding the procurement of this service.</p>
<b>3.2</b>	<p><b>What might the potential impact on individuals, groups or staff be?</b>  <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p><b>Generic impact (across all groups)</b></p> <p>Overall there will be a positive impact on service users across all groups. This is a specialist service for vulnerable children and families that will be tailored to meet the particular needs of each individual. As detailed below, the service provides specialist resource or experience to provide additional support across a number of protected characteristics.</p>
	<p><b>Men or women (include impacts due to pregnancy/maternity)</b></p> <p>The service will undertake assessments for service users regardless of sex. It is believed that the provision of domestic abuse specialists within the service will have a positive impact for female service users in particular, as the majority of victims of domestic abuse are women.</p> <p>The service will be able to undertake pre-birth assessments to explore the likelihood of the parent/s having the ability to meet the needs of their unborn child given the factors that are identified at the point of referral. Such assessments will be able to provide placement and support recommendations to ensure the needs of the child are best met from birth. The provider has significant experience of engaging and working with pregnant and new mothers, ensuring a positive impact.</p> <p>Assessments are required to provide independent evidence-based recommendations to inform social work decisions and family court judgements, in order to reach permanent decisions which are in the best interests of the child.</p>
	<p><b>People of particular sexual orientation</b></p> <p>Specialist resource within the service will be able to provide insights and support for service users who may be questioning or where there are issues related to sexual orientation. As an NHS organisation, the provider has robust equality opportunity policies and procedures in place. The provider will be able to</p>

		accommodate the needs and requirements of all service users, including the protected characteristic of sexual orientation. The service will be open to all where a family assessment is required, as directed by the court or requested by the local authority, and will not discriminate in any way.
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	As an NHS organisation, the provider has robust equality opportunity policies and procedures in place. The provider will be able to accommodate the needs and requirements of all service users, including the protected characteristic of gender reassignment. The service will be open to all where a family assessment is required, as directed by the court or requested by the local authority, and will not discriminate in any way.
	<b>Disabled people</b>	The majority of assessments undertaken by the service will be delivered in the community, ensuring ease of access for service users with disabilities. Where higher-risk assessments need to be undertaken in council or provider premises, it is a requirement that these locations are accessible for all service users. The specialist resource includes expertise for learning disabilities, ensuring the particular needs of these service users are considered in undertaking assessments.
	<b>Particular ethnic groups</b>	The provider is experienced in delivering assessment services to children, young people and families from a range of backgrounds, with understanding of cultural background enabling engagement and insightful assessments. The service is able to communicate and consult with service users in a variety of languages, including utilising interpreters as required, in order to deliver robust multi-disciplinary assessments.
	<b>People on low incomes</b>	The provider is experienced in delivering assessment services to families on low incomes and they are knowledgeable of associated issues and risks. The Assessment Service is able to adapt and meet the requirements of individuals and families on low incomes.
	<b>People in particular age groups</b>	The Assessment Service will be able to provide assessment and support for children, young people and families of all ages, although assessments are typically required for pre-adolescent children. The service provider has the specialist resources and skills to assess physical and mental health and

		wellbeing of children who may be at risk of neglect. In particular, the delivery of this service by the recommended provider will ensure that the needs of vulnerable young children are met.
	<b>Groups with particular faiths and beliefs</b>	The provider is experienced in delivering assessment services to children, young people and families from a range of backgrounds, with understanding of religion and belief enabling engagement and insightful assessments. The service will be able to accommodate religious belief and practice when arranging and undertaking assessments, particularly when the majority of assessments will be delivered in the community.
	<b>Other excluded individuals and groups</b>	N/A

#### SECTION 4: Reducing & Mitigating Impact

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

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>
No negative impacts identified	

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

<b>4.3</b>	<b>Please document the reasons for your decision</b>
	Based on data analysis, consultation and officer knowledge, the impact of the proposed contract award has been assessed as positive across the majority of protected characteristics and no negative impact has been identified. The service has been designed to be fully accessible to all service users where a family assessment is required, as directed by the court or requested by the local authority, and will not discriminate in any way. Robust contract management will ensure that all appropriate quality assurance measures are in place and the service continues to provide a positive impact on equality of opportunity.
<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made</b>

## to reduce the impact be monitored?

As part of the contract mobilisation, a joint agreed approach to contract and service monitoring shall be agreed between the provider and the Council. This shall consist of three key approaches:

- Liaison with Referral Panel
- Quarterly Monitoring Reports and Meetings
- Annual Review

The **Referral Panel** will involve representatives from the provider, WCC and LBHF Family Services. The Panel will be responsible for the oversight and monitoring of individual cases referred to the Service. At each Referral Panel, the Service and Panel members shall discuss operational issues and good practice, in order to ensure the ongoing effectiveness of the service. This shall include monitoring of access to the service and any impact on protected characteristics.

The Referral Panel will also be responsible for the prioritisation of cases and management of referrals at high demand periods. This will be led by council officers and shall include negotiation with the courts on assessment timescales, pre-referral discussions and tracking of assessment progress and contract capacity to maximise access to the service and manage peaks and troughs in demand.

**Quarterly Monitoring Reports** will be submitted by the provider, including details on referrals and cases, court reports completed and assessment outcomes; details of accidents, incidents, complaints, compliments; summary of qualitative feedback received; up-to-date information on staffing arrangements. Quarterly meetings involving the respective contract manager from the provider and the councils, as well as the service manager, will focus on the information provided in the monitoring reports. This shall include service user profile information to ensure understanding and equality of opportunity for the service population.

Annual Review will reflect on service delivery over the contract year, identify service development areas and review activity levels for the forthcoming year.

## 4.5 Conclusion

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

Based on data analysis, consultation and officer knowledge, the impact of the proposed contract award has been assessed as positive across the majority of protected characteristics and no negative impact has been identified.

Due to the nature of the service working with vulnerable children and families involved in care proceedings, it is likely that the service will have a positive impact on particular ethnic groups, women, people on low incomes and people in particular age groups. The service provider is experienced in delivering assessment services to children, young people and families from a range of backgrounds, and can adapt to different cultures and languages. The service includes specialist provision for young mothers and domestic abuse victims. The service is likely to be accessed by more people from low income backgrounds and it can accommodate their particular needs and requirements, as well as being experienced in associated risks and issues. The service is most likely to be accessed by younger parents with children under the age of 11, so services are provided for children at a particularly vulnerable stage in their lives.

It is believed that there will be a slight positive impact on services users who are disabled or with particular faiths and beliefs, and no positive or negative impact has been identified for people of a particular sexual orientation or gender reassignment. Overall, the service provider is experienced in providing an inclusive service for vulnerable children and families from a range of backgrounds, which is tailored to meet the particular needs of each individual.

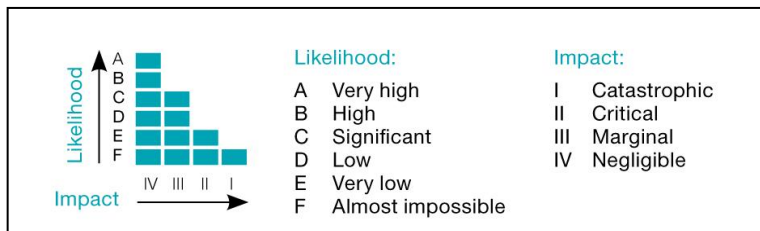
Joint mobilisation and service monitoring between the Council and the service provider will ensure the effective implementation of the service and that equality of opportunity is maintained throughout the ongoing delivery of services.

## SECTION 5: Next Steps

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

## 5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1	During the mobilisation of the new contract, changes to the service provision unexpectedly affect access to existing service users.	Marginal	Regular mobilisation meetings between provider and the Council to ensure appropriate implementation of contract and any impact on service access, usage and delivery.	E – III (Very low / Marginal)	Joint Referral Panel to be established to oversee and monitor access to the service
R2	Lack of data and insight on service user profile means that any unexpected negative impact on a group or groups is not identified.	Marginal	The provider will be required to gather and report key demographic information relating to service users. This will improve analysis of service usage and allow the ongoing development of the service to ensure a continued positive impact on equality of opportunity. Such reporting will abide by all data protection and information governance requirements	E – III (Very low / Marginal)	Additional gathering of data and case studies by the provider



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

Signature: .....

Full Name: .....

Unit: .....

Email & Telephone Ext: .....

Date of Completion (DD/MM/YY): .....

**WHAT NEXT?**

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