



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
<p>3.3 (i)Adult Social Care Westminster Savings Proposals – Customer Journey (Operations Alignment)</p> <p>This programme includes 3.7 Hospital Discharge Savings and cross references with 3.6 Better Care Fund/CIS Savings.</p>
Lead Officer
<p>i. Full Name: Stella Baillie</p> <p>ii. Position: SRO Customer Journey, Tri-borough Director of Integrated Care</p> <p>iii. Department: Adult Social Care</p> <p>iv. Contact Details: Stella.Baillie2@lbhf.gov.uk</p>
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.
<p>Yes</p> <p>Date of original EIA: 13th October 2014</p>
Version number and date of update
<p>Version 2.0: 11th November 2015</p>

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

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

1.1	What are you analysing?
	<p>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.</p> <p>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.</p> <p>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</p>

	and complex care management. The re-design has four key and interrelated aims which are to; further consolidate tri-borough 'one department' working, improve the customer experience and outcomes, achieve substantial efficiency and demand management savings and to deliver a step change toward a fully integrated and whole systems service model for health and social care services.				
1.2	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *^	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *^	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

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

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

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

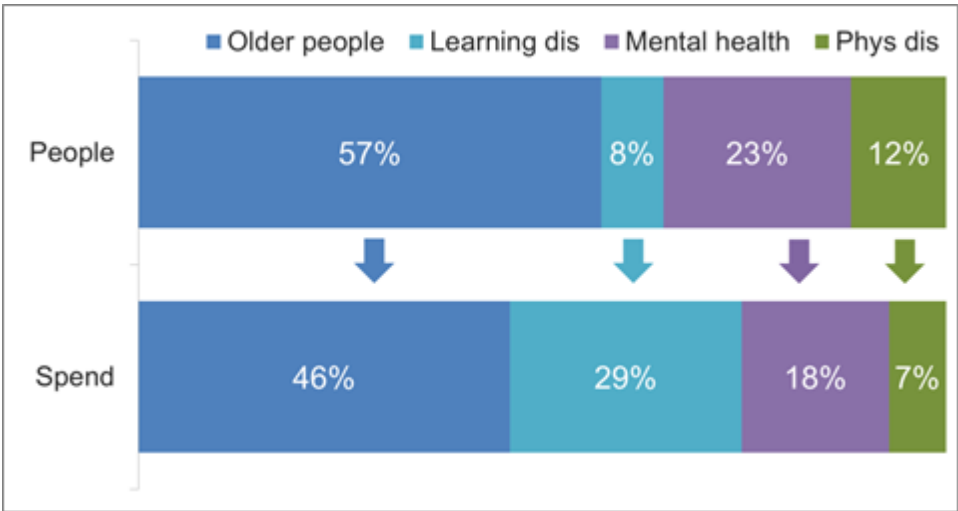
1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?		
	Yes x		
1.5	How have you come to this decision?		
	<p>The focus of this programme is on offering a better customer experience and means for staff to work more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

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

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

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

2.1	<i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i> <ul style="list-style-type: none"> <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> 															
	<p>How many people use the service currently? What is this as a % of Westminster's population?</p> <p>Customers across tri-borough include 1,650 in residential and nursing care and 10,500 receiving community services (at 31st March 2014), as well as those providing unpaid care and accessing local information, services and advice)</p> <p>The proportion of customers and spend is as follows;</p>  <table border="1"> <thead> <tr> <th>Group</th> <th>People (%)</th> <th>Spend (%)</th> </tr> </thead> <tbody> <tr> <td>Older people</td> <td>57%</td> <td>46%</td> </tr> <tr> <td>Learning dis</td> <td>8%</td> <td>29%</td> </tr> <tr> <td>Mental health</td> <td>23%</td> <td>18%</td> </tr> <tr> <td>Phys dis</td> <td>12%</td> <td>7%</td> </tr> </tbody> </table>	Group	People (%)	Spend (%)	Older people	57%	46%	Learning dis	8%	29%	Mental health	23%	18%	Phys dis	12%	7%
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Older people	57%	46%														
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Disabled people	<p>All groups are represented by our customers.</p>															
Particular ethnic groups																
Men or women (include impacts due to pregnancy/maternity)																
People of particular sexual orientations																
People who are proposing to undergo, are undergoing or have																

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

2.2 Summary (to be completed following analysis of the evidence above) – as set out in 1.3					
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

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

3.1	Consultation Information	
	<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>i. Who have you consulted with?</p> <p style="text-align: center;">Staff and customers at the pre-design stage of the programme.</p> <p>ii. How did you consult? (inc meeting dates, activity undertaken & groups consulted)</p> <p style="text-align: center;">Through Charteris Consultancy work undertaken in 2013. (full report available)</p>	
3.2	What might the potential impact on individuals or groups be?	
	<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	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 accessibility respectively .
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Reasonable adjustments for staff so they can use mobile working technology.
	Impact 2: [Insert impact here]	Adopt recognised standards for web access.
	Impact 3: [Insert impact here]	Retain other channels of service for customers (phone and face to face)
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

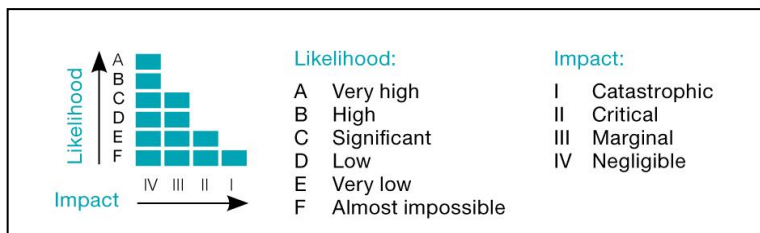
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	X
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
	Required actions are in our existing policy.	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Staff and customer feedback. Monitoring of web use.	
4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	No substantial impact is expected, other than potential barriers to web channel for customers and using mobile technology for staff. Existing policy and management measures will cater for this.	

SECTION 5: Next Steps

5.1 Action Plan <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <i>NB. Add any additional rows, if required.</i>							
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
1	Following completion of re-design work confirm and undertake EIA(s) including specific assessments for a) development plan for web self-service for customer and mobile technology for staff.	All	TBC	In place	Matthew Castle, Programme Manager	30/02/2015	Green

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]
1	Variable appetite and or capability amongst staff to apply new ways of working including use of IT and mobile working and guides for smarter working and time management.	Critical	Training, development and strong operational support. Peer coaching,	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	
3	See also EIA for 3.6 which is within the scope of this programme				



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

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

Unit:

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

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

WHAT NEXT?

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