



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

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- 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: 18th October

Version number and date of update

**Version 2.0:
11th November 2015**

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

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

1.1 What are you analysing?

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

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

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

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

Efficiency work has involved.

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

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

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

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

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

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

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

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

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

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

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

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

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

2.1 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"> 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)				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

SECTION 3: Assessing Impact

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

3.1 Consultation Information

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

i. Who have you consulted with?

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

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

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

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

groups	
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SECTION 4: Reducing & Mitigating Impact

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

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]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

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

4.3 Please document the reasons for your decision

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

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

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SECTION 5: Next Steps

5.1

Action Plan

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

NB. Add any additional rows, if required.

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

5.2 Risk Table

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



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature: *M. Boyle*

Full Name: Mike Boyle, Interim Director of Commissioning

Unit: *Adult Social Care, Commissioning*

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

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

WHAT NEXT?

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