



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.

Title
<p>CPMU Re-organisation</p>
<p>What are you analysing?</p> <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>Westminster's reputation as a leading local authority is built on our ability to adapt and respond to changing circumstances, to evolve and innovate the way we do things and to aspire to excellence in the way we deliver services.</p> <p>To achieve our ambition to remain at the leading edge, delivering cost effective services that make Westminster a great place to live, work and visit, the Chief Executive, with the agreement of Cabinet, has launched the 'Route Map to Success' which sets out the areas of work that will need to be delivered to transform how the council operates over the next four years.</p> <p>In order to provide the Chief Executive, Executive Management Team and Cabinet with the resource and capability needed to drive the delivery of the council's transformation priorities set out in the 'Route Map to Success' as well as provide effective challenge and detailed oversight of the entire portfolio of change and transformation across the organisation and with partners, the Change and Project Management Unit is undergoing a restructure to form a new Corporate Strategy Transformation Delivery Unit. The objectives for the unit are:</p> <ul style="list-style-type: none"> • To provide effective challenge and detailed oversight of the entire portfolio of change and transformation across the organisation and with partners, including both corporate <u>and</u> departmental projects and programmes. • To lead (with appropriate input from across PPC, Finance and Organisational Development and other services and partners as appropriate) the initiation and set-up of new projects and programmes, ensuring that they fit with the council's strategic priorities, have robust business cases, deliver to the highest project management standards, manage change and engagement effectively, and are governed robustly. • To have clearer hand over to project and programme delivery teams which will fund the cost of delivery • To provide flexible resourcing of highly skilled project managers and analysts, and to grow our own staff, to fill gaps in our skill sets. <p>The objectives will be realised through having the right mix of skills and capabilities embedded within the workforce, with great emphasis on stakeholder engagement and strategic thinking, partnership working, and commerciality, driving change and embracing data-led change. To achieve this ambition, there is a compelling need to reorganise the current services, improve ways of working and further embed new organisational values and behaviours.</p>

To achieve this, the consultation report is proposing to delete 17 of the current 23 posts in the current Change and Project Management Unit and create 12 new posts between the proposed new Corporate Strategy & Transformation unit and the Evaluation and Performance Team (both within PPC) and Growth Planning and Housing.

Details of the lead person completing the screening/EIA

(i) Full Name: Ezra Wallace

(ii) Position: Head of Corporate Strategy

(iii) Unit: PPC

(iii) Contact Details: ewallace@westminster.gov.uk

Date sent to Equalities@westminster.gov.uk

Draft on 7 December 2017

Version number and date of update

- V. 2

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 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.	<input checked="" type="checkbox"/> Significant impact would be where there is an impact is identified that has substantial impact on any groups.
If the answer is “significant” consider doing a full EIA	
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 checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	Seven of the posts that are being proposed for deletion are currently occupied and all of the post holders are women.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	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>
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Staff profile(based on information held by HR)		
Age	Age Group	Staff No.
	16-24	1
	25-34	1
	35-44	2
	45-54	4
	Grand Total	8
Disability	Disability	Staff No.
	Not Known	3
	No	5
	Grand Total	8
Gender	100% of staff in the posts that will be affected by this restructure are women (7 in total)	
Race	Ethnicity	Staff No.
	Asian or Asian British - Bangladeshi	1
	Asian or Asian British - Indian	1
	Black or Black British - African	1
	Black or Black British - Caribbean	1
	White - British	4
	Grand Total	8
Religion or belief	Religion or Belief	Staff No.
	Not Known	2
	Christian	3
	Hindu	1
	Muslim	1
	Prefer not to say	1
	Grand Total	8
Sexual orientation	Sexuality	Staff No.
	Not Known	2
	Heterosexual/Straight	5
	Prefer not to say	1
	Grand Total	8

2.2	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>
	Yes. Women are over represented in the team.
2.3	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>
	Yes. Men are underrepresented in the team.

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.

3.1	Consultation Information
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>We are formally consulting with all affected staff for a 30 day period beginning on 25 November 2016.</p> <p>The formal consultation period for this restructure will commence on 25 November 2016 for a period of 30 calendar days, with the last day of consultation being 9 January 2017.</p> <p>At the start of the consultation period, a team meeting will be held with staff on 25 November 2016 to launch the consultation and provide the headlines of the process.</p> <p>All affected staff will have the opportunity to take part in the consultation process in a variety of ways, including team/group meetings and providing written feedback. Staff may be accompanied by trade union representatives during the consultation process.</p> <p>To ensure that meaningful consultation takes place during this period, all affected employees are encouraged to feed into the proposal with comments or suggestions.</p> <p>The process will be managed in accordance with the Council's <u>Consultation Policy and the Statutory Consultation Process</u>.</p> <p>During this consultation period this EIA will be kept under review and updated to reflect comments received during the consultation.</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>	
	<p>Subject to the outcome of the consultation, staff in the posts proposed to be deleted may be at risk of being made redundant. As all post holders of the posts that are proposed for deletion are women, there is a risk that women may be over represented in those negatively impacted by the reorganisation.</p>

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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? (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).	
	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.	
	Column A – Issues or barriers, things to take into account	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>Inevitably any period of change is unsettling, especially for those people most impacted by the proposed changes. We need to be sensitive to this over the coming few months. These proposals raise a number of issues for the majority of PPC staff. In supporting staff through this reorganisation process, several resources are available.</p>	<p>Team meetings: All affected staff will have the opportunity to discuss the proposed new structure and arrangements through team meetings with Julia Corkey, Director of PPC, during the consultation period;</p> <p>Human Resources: Affected staff who would like further information may wish to contact Simon Cohen, HR Business Partner on x 2216.</p> <p>Union Representatives: Union members may want to consult their representatives for advice and clarification of the procedures or for help in formulating their response to these proposals;</p> <p>Workplace Options: WCC's employee assistance programme is available for employees who may require specialist advice or support. This is a confidential service which can be accessed 24/7 via assistance@workplaceoptions.com or on 0800 243 458.</p>
	<p>Promote diversity in recruitment</p>	<p>Continue to develop, monitor and review appropriate employment practices which will help to avoid direct and indirect discrimination</p> <p>Continue to monitor the Equality in Employment Policy periodically in order to judge its effectiveness and make updates in accordance with changes in the law</p>

	<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?													
	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>1. No major change (no impacts identified)</td> <td>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.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>2. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>3. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>4. Stop and remove the policy</td> <td>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </table>	<input type="checkbox"/>	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.	<input type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input checked="" type="checkbox"/>	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.	<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.	
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<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.												
4.3	Please document the reasons for your decision													
	The proposed change is likely to have a disproportionate impact on women and we will take reasonable steps to mitigate the impacts in line with the council's change and re-organisation policy and other HR policies													

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:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

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