

Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

Initial Screening Equality Impact Assessment Tool

Section 01	Details of Initial Equalities Impact Screening Assessment
Financial Year and Quarter	2011/12
Name of policy, strategy, function, project, activity, or programme	Reforming Public Services through Lean Systems Thinking
Q1 What are you looking to achieve?	<p>With a challenging MTFS to deliver, EMT, Assistant Directors and Heads of Service recognise that a renewed and co-ordinated focus on understanding and delivering the right services to our customers in the right way is required in order to deliver Political priorities of providing our residents with “More for Less” through:</p> <ul style="list-style-type: none"> • Lower taxes • Less Waste and • Better Services <p>Each department has outlined their savings proposals for the next 3 years. However, it is recognised that to achieve these savings in a sustainable manner (i.e. not ‘slash and burn’) there is a fundamental need to apply a different business lens to the way we deliver services. We need to design and manage our work in a very different way and this requires officers at all levels of the organisation to think and act differently going forwards.</p>

In response to this, EMT and other Senior Managers view Lean Thinking as an approach to interrogate current services and to redesign them as a whole to ensure that they are customer focused, fit for purpose and affordable for the future. It is understood this is not about applying a toolkit or a roll-out of a training programme but a radical shift in the way we conceive, design and deliver services and ultimately outcomes for residents.

The overarching aims and objectives are to deliver 2 projects (one in H&F Direct and the other covering Business support across the organisation) to:

- Build service redesign knowledge and capability in key parts of the organisation that can be later transferred to other areas of the business;
- Work with frontline teams and support staff to understand the root causes of service issues, to build a desire for change and to design and implement sustainable solutions;
- Support managers at all levels (including our Executive Management Team and next levels of senior managers) to fundamentally challenge their own personal and collective leadership and management behaviours in order to unlock and achieve radical but sustainable change;
- Accelerate the delivery of cashable MTFs savings for 2011/12, 2012/13 and 2013/14;
- Build in real customer insight in order to understand the specific value of services from the customer perspective;
- Understand current waste within the service, analysing root causes and effectively reduce and/or remove it;
- Reduce demand for services e.g. through addressing error/failure demand and through channel migration and ensuring that value is delivered to customers at the front end of the service through first time resolution;
- Identify and test risk based models of delivery including client verification and a reduction of time spent on low risk cases to reduce current delays and improve efficiency in the system;
- Design and implement service performance frameworks to drive customer value;
- Position the work in line with emerging thinking on Tri Borough working with Westminster City Council and the Royal Borough of Kensington and Chelsea.

The specific project scopes are outlined below.

H&F Direct (Revenues and Benefits)

The service has seen a 50% increase in demand over the past year and this is set to continue due to the economic climate. At the same time, the service needs to generate significant savings. The approach taken needs to create immediate efficiencies in the system (addressing

	<p>failure demand and workflow issues) whilst also fundamentally reviewing the current operating model and redesigning it so that it is fit for the future. This will take account of both changing demographics and customer behaviour (e.g. more customers doing things online) as well as current Government thinking that Housing Benefit will be delivered by DWP going forwards.</p> <p>Business support</p> <p>It is recognised that a number of business support activities are undertaken across the organisation and that many of these have been developed over time and have become custom and practice. In line with organisation priorities to reduce the level of organisation back office/support costs in order to protect frontline services, this project focuses on a number of core areas and activities primarily but not exclusively in Finance and Corporate Services, namely:</p> <ul style="list-style-type: none"> • P.A. / Executive Support • Complaints / Freedom of Information requests • Councillor Services • Committee Services • Performance, Policy, Research and Information • Procurement • Post & Scanning <p>A fundamental challenge is required in these areas in order to remove waste and unnecessary bureaucracy (including duplication of effort, hand offs and skills misuse) and to redesign core activities to ensure that they are fit for purpose and affordable for the future.</p> <p>This EIA relates to the Cabinet request for delegated authority to award a contract for external support. Further EIAs will be completed once the projects are underway and service redesign options are being considered.</p>
<p>Q2 Who in the main will benefit?</p>	<p>H&F Direct</p>

Consideration of new delivery models are likely to have an impact on a range of groups including lone parents, those from BME background and people with disabilities. We will ensure that when considering new delivery models e.g. the use of online channels, we test with key groups as they may have access requirements that need to be met in order to do things online.

Business Support:

The impact of this project on the public is minimal. We will however ensure that new delivery models have due regard to and align with our equality duties (we will need to be sure that we can publish the required information, as an example of one of our duties where we need the right staff skills). The relevant organisational change assessments will address staff impacts.

Race	/	L	<ul style="list-style-type: none"> ▪ As part of the initial 'diagnostic' phase, analysis of current customers, their needs and demands will be undertaken including understanding the key demographics of customers accessing H&F Direct services ▪ As part of the service redesign, race issues/impacts will be considered and key ideas will be tested with key customer groups ▪ A further EIA will be drafted to inform service redesign and at the point of recommendation for implementation of the new operating model
Disability	/	L	<ul style="list-style-type: none"> ▪ As part of the initial 'diagnostic' phase, analysis of current customer demand will be undertaken including understanding the key demographics of customers accessing H&F Direct services ▪ As part of the service redesign, disability issues/impacts will be considered and key ideas will be tested with key customer groups in order to co-design solutions ▪ A further EIA will be drafted to inform service redesign and at the point of recommendation for implementation of the new operating model
Gender	/	L	<ul style="list-style-type: none"> ▪ As part of the initial 'diagnostic' phase, analysis of current customer demand will be undertaken including understanding the key demographics of customers accessing H&F Direct services ▪ As part of the service redesign, gender issues/impacts will be considered and key ideas will be tested with key customer groups in order to co-design solutions ▪ A further EIA will be drafted to inform service redesign and at the

				point of recommendation for implementation of the new operating model
	Age	/	L	<ul style="list-style-type: none"> ▪ As part of the initial 'diagnostic' phase, analysis of current customer demand will be undertaken including understanding the key demographics of customers accessing H&F Direct services ▪ As part of the service redesign, age issues/impacts will be considered and ideas will be tested with key customer groups in order to co-design solutions ▪ A further EIA will be drafted to inform service redesign and at the point of recommendation for implementation of the new operating model
	Sexual Orientation	/	L	<ul style="list-style-type: none"> ○ As part of the initial 'diagnostic' phase, analysis of current customer demand will be undertaken including understanding the key demographics of customers accessing H&F Direct services ○ As part of the service redesign, sexual orientation issues/impacts will be considered and ideas will be tested with key customer groups in order to co-design solutions ○ A further EIA will be drafted to inform service redesign and at the point of recommendation for implementation of the new operating model
	Religion/belief (including non-belief)	/	L	<ul style="list-style-type: none"> ○ As part of the initial 'diagnostic' phase, analysis of current customer demand will be undertaken including understanding the key demographics of customers accessing H&F Direct services ○ As part of the service redesign, religion issues/impacts will be considered and ideas will be tested with key customer groups in order to co-design solutions ○ A further EIA will be drafted to inform service redesign and at the point of recommendation for implementation of the new operating model.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)</p>				

	No.
Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?	<p>No not at this point but it is envisaged that through focusing on customer outcomes and delivering services and decision making closer to the customer, the work will drive customer improvements including increased customer satisfaction.</p> <p>A further EIA will be drafted to inform service redesign, using knowledge of customer profile and needs, in order to explore and test potential options.</p>
Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?	No