

# Equalities Analysis in Lambeth

Proposal Title \*

Development of a Digital Contracts Management System

Author

Cordelia Asamoah

Scott Cook

Please provide name of lead author and/or those within project team who may be required to contribute to this assessment

Who will sign off the assessment?

Rachel Willsher

Please indicate who will be involved in approving this assessment. This will need to be signed off by the Director

Q1a. What is changing?

Following completion of the Lambeth Contract Management Model (CM Model) a project has been underway to develop a contract management system (eCMS).

The eCMS aligns with the key contract management activities outlined within the CM Model and is designed to underpin the processes outlined within it.

Designed to support contract managers with differing levels of experience and competence the system guides colleagues in covering the key aspects of contract monitoring and capture key contract lifecycle events, the eCMS is an enabling tool to help ensure the principles of the CM Model are being used as well as provide corporate oversight of contracts.

The key objectives of the system are:

- to ensure that colleagues involved in the contract lifecycle have visibility of contracts
- support effective contract management
- Mechanism to provide corporate assurance through central visibility
- Enabling tool to support Lambeth's contract managers, (considering the diverse levels of CM experience and resource availability)
- Mechanism to provide real time information where contracts are not being managed effectively so that the Contract Management Business Partners (CMBPs) can offer support where required/ appropriate
- Ensure colleagues involved in contract management are supported in ensuring contracts meet their intended outcomes
- Mechanism to drive Lambeth's strategic goals through performance indicators that are aligned to the Borough Plan
- Effective reporting to demonstrate alignment with strategic goals, intended outcomes, etc.

What is the most significant or key change taking place? Can you indicate the type of change in your response (e.g. policy/decision/strategy/ service/procedural/ geographic/procurement etc.) so it is clear what is being equalities assessed? Why is this change happening? What do you aim to achieve? Can you clearly indicate what decision-makers are being asked to take a decision on?

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Here you will need to describe clearly and briefly what this change is about (i.e. service change, policy review/update, decision)? Compared against what we do currently, what will be different? Can you explain what will happen if this is approved and when will it be implemented? How will the EIA inform your business case, tender specification, for example?

## Q1b. Who will be involved in approving this decision?

Who else will be involved in signing-off this decision?

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Please detail any project sponsors, (Head of Service, Directors cabinet member/s, legal, partners) Note: Any reports that go to anyone needing to take decisions must refer to this equalities analysis so they can consider the effects of the proposals on different groups before and during decision-making.

## Q2a. What do we know about the people who will be impacted by this change?

Colleagues across the Council in different roles, some of whom are experienced contract managers in dedicated contract management roles and some are inexperienced and undertake contract management activity as part of a wider.

External providers and suppliers will also use the system to upload performance data and information relating to their contract

What does your information tell you about the people who will be affected by this change? Are protected groups impacted? What information do you hold on the protected characteristics of the people affected by the change? (Age, disability, gender reassignment, pregnancy and maternity, race/ethnicity, religion or belief, gender, sexual orientation, health, socio-economic, language) Are there any gaps or missing information?

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This is an opportunity for you to share what you understand about the people who will be affected by what is being proposed whether now and/or potentially in the future. Do you know whether they are from protected groups? What does your service level profile data tell you about them? What if anything does your current and previous consultations, surveys, complaints, contract monitoring data, equalities data monitoring (including from partners and other service areas) reveal about these people and their needs or issues that may be connected/relevant to this change? Are there any gaps in your data? **If yes**, please note we are under a legal duty to be properly informed before making a decision. If the relevant data is not available we are under a duty to obtain it and this will often mean some consultation with appropriate groups is required. You will need to provide a reason or justification for why you have missing data/information. You may have to address this by including plans to generate this information within your action plan and responses to questions 3a, 3b and 4.

## Q2b. How will they be impacted by the change?

The implementation of the system represents a positive change for colleagues. Prior to implementation of the CM Model, there was limited advice and guidance on contract management, available to colleagues. As a result, many contracts were either not managed properly, or not managed at all.

The system is designed to guide colleagues at every stage of the CM process, thereby providing an enhancement in support and guidance on CM activities in a structured way to ensure consistency.

Supporting features for protected groups:

The system has accessibility technology embedded within it

Additional support is available from CMBPs and Procurement super users where required.

Would you assess the impact as positive, adverse, neutral? Do you have any uncertainty about the impact of your proposal? Is there a likelihood that some people will more impacted than others? Can you describe the ways in which they will be affected? How might this change affect our 'general duty'?

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Can you identify any groups that may be positively or negatively affected by the change you are planning? Does it have a positive or negative effect on our ability to fulfil our duty to eliminate discrimination/harassment and victimisation, promote equality of opportunity or foster good relations between different groups (i.e. those that share protected characteristics and those that do not) in the community. For example might it: increase the likelihood of them: receiving unfair treatment; experiencing a lack of availability which may result in their needs being unmet; reduced opportunities for different peoples to get involved or affect relationships between different groups. Is there a particular impact on one or more of the protected groups? Who are the groups and what is the impact? Are you unsure or unaware of how they might be impacted? If yes, what could you do to provide clarity? What are the barriers to a fuller understanding?

## Q3a. How do you plan to promote and deliver any positive impacts of the proposal?

Colleagues will be given familiarisation and training sessions, to ensure they are conversant with the system and the processes.

We plan to capture impact KPIs, comparing availability of information and performance on how contracts were managed prior to implementation of the system, with information post implementation.

Corporate reporting on key contracts will be made regularly available to management and finance colleagues.

Additional information will be shared on Lambeth's new CM community Sharepoint site, to provide updates and useful information on contract management.

We have undertaken a significant amount of stakeholder engagement and User Acceptance Testing amongst procurement and contract managers to ensure the system meets needs and requirements.

At this stage no particular group has been identified that might be adversely impacted by the changes.

How might the principles of fairness, equality of opportunity and positive relationships be further promoted as a consequence of this proposal? How do you propose to measure your positive outcomes and the benefits outlined to find out if these have been achieved?

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Is there a possibility that you will need to treat certain people differently, to enhance positive outcomes because of greater need; disadvantage; experience of less favourable outcomes, etc.? What opportunities exist to support Lambeth's statutory duty to promote equalities? How does this contribute to your departmental service plan and/or the council's corporate priorities?

### Q3b How do you plan to address and mitigate any negative impacts of the proposal?

There are no negative impacts of the proposal.

User feedback will be captured on an ongoing basis and fed into a development matrix in order that any ideas for improvements can be captured and reviewed on a quarterly basis and presented as part of a business case for future developments

What impact has this evidence had on what you are proposing? What can you do differently that might lessen the impact on people within the timeframes i.e. development-implementation? Who can help you to develop these solutions?

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What actions can you take to reduce the impacts that you have identified? Are your actions SMART?

Specific, significant, stretching

Measurable, meaningful, motivational

Agreed upon, attainable, achievable, acceptable, action-oriented

Realistic, relevant, reasonable, rewarding, results-oriented

Time-based, time-bound, timely, tangible, trackable

Who will be responsible for making sure these happen? How can you show you have taken these steps? What evidence can you provide? **Please note** developing mitigating actions is an essential part of the EIA process. These should be comprehensive and clearly align with the issues identified. If there are significant **negative impacts without mitigation it is the responsibility of the decision maker/sponsor** to challenge and request officers go back to the drawing board.

### Q4. How will you review/evaluate your proposal, mitigating actions and/or benefits? Who will be responsible for this?

The user feedback that will be captured on an ongoing basis and fed into the development process. This will be reviewed on a regular basis and will inform the business case for future developments.

Any new business case for further developments will be supported by an updated EIA.

Responsibility for monitoring and progressing developments will be held by Scott Cook and approved by Rachel Willsher (Head of Procurement)

Who will you be accountable to for the above actions/outcome? How will those responsible know these actions have worked? What performance indicators will you use to demonstrate this? Are there any other forms of evidence you can use to support this assessment of their effectiveness?

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The full impact of a proposal may only be known after the proposals have been implemented; therefore it is important that effective monitoring and feedback processes are in place to assess the impact. Have you identified who (e.g. project board, Steering or user group) will be accountable for reviewing and challenging progress/ achievement of mitigating actions? How will you feedback on any actions taken and speak to those affected? For example, where disabled people are affected, how might you feedback your initial suggestions for action? Can you demonstrate, where their comments have shaped the final decisions for action/change? When and where will the outcomes/actions from assessment be reviewed e.g. 6 months, annually. Is there scope for these for these mitigations / changes to be included within your service plan and owned at senior level?

## Section to be completed by Sponsor/Director/Head of Service

### Outcome of equality impact assessment

- No adverse impact, no change required
- Low adverse impact, minor adjustment required
- Significant adverse impact, further action required
- Significant impact identified unable to mitigate fully
- Unlawful in/direct discrimination, stop and rethink

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**No adverse impact, no change required** - No potential for discrimination or negative impact identified opportunities to promote equality addressed

**Low adverse impact, minor adjustment needed** - Adjustments needed to address negative impact all actions detailed within Q3a

**Significant adverse impact, further action required** - The analysis has identified some potential for negative impact or some missed opportunities to promote equality which it may not be possible to mitigate fully. If you plan to continue with proposals you will need to be satisfied that your officers have shown due regard and taken all necessary steps (as detailed within Q3a) to remove and/or alleviate any negative impacts (e.g. gathering supplementary data, consultation, specific action taken, etc.) to better promote equality and have included these within any implementation and/or service plans. It may be advisable to seek further advice including legal, where significant impact has been found.

**Unlawful in/direct discrimination, stop and rethink** - Equality analysis shows actual or potential unlawful discrimination. **Do not proceed.**

Comments from Sponsor/Director/Head of Service

Submit for approval

Submit for approval

Executive Approval

Approved

Attachments

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