

# Public Document Pack

## ADDITIONAL PAPERS

### **Additional Papers: Agenda Item 4: 2018-2019 Budget Proposals: Budget Schedules and Appendices**

(Pages 1 - 664)

#### Budget Schedules

##### Annex B – Part A

##### Equality Impact Assessments:

- Finance, Property and Corporate Services

##### Annex B – Part B

##### Equality Impact Assessments:

- Business, Culture and Heritage
- Housing
- Public Protection and Licensing
- Environment, Sports and Community
- Planning and Public Realm

##### Annex B – Part C

##### Equality Impact Assessments:

- Adult Social Services and Public Health
- Children, Families and Young People

##### Annex B – Part D

##### Equality Impact Assessments:

- City Highways

This page is intentionally left blank

**Schedule 1 - Illustrative Gross Income 2017/18 to 2018/19**

<b>Cabinet Member:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Leader of the Council	(1,856)	0	(1,856)
Deputy Leader and Business, Culture and Heritage	(20,989)	(300)	(21,289)
Adult Social Services and Public Health	(87,203)	(2,617)	(89,820)
City Highways	(99,689)	(830)	(100,519)
Children, Families and Young People	(107,851)	(1,575)	(109,426)
Environment, Sports and Community	(24,421)	(820)	(25,241)
Finance, Property and Corporate Services	(277,870)	(236)	(278,106)
Planning and Public Realm	(7,484)	(875)	(8,359)
Public Protection and Licensing	(7,637)	(270)	(7,907)
Housing	(44,082)	(577)	(44,659)
<b>Sub-Total Gross Income</b>	<b>(679,082)</b>	<b>(8,100)</b>	<b>(687,182)</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total Gross Income</b>	<b>(855,345)</b>	<b>0</b>	<b>(855,345)</b>

<b>Executive Management Team:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Chief of Staff	(3,078)	0	(3,078)
City Treasurer	(33,638)	(1,216)	(34,854)
Director of Policy, Performance and Communications	(9,385)	0	(9,385)
Executive Director Adult Services	(87,203)	(2,617)	(89,820)
Executive Director of Childrens Services	(107,851)	(1,575)	(109,426)
Executive Director of City Management and Communities	(135,279)	(1,920)	(137,199)
Executive Director of Corporate Services	(8,192)	(500)	(8,692)
Executive Director of Growth, Housing and Planning	(294,457)	(272)	(294,729)
<b>Sub-Total Gross Income</b>	<b>(679,082)</b>	<b>(8,100)</b>	<b>(687,182)</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total Gross Income</b>	<b>(855,345)</b>	<b>0</b>	<b>(855,345)</b>

**Schedule 2 - Illustrative Gross Expenditure 2017/18 to 2018/19**

<b>Cabinet Member:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Leader of the Council	9,385	(50)	9,335
Deputy Leader and Business, Culture and Heritage	18,016	(71)	17,946
Adult Social Services and Public Health	146,157	(1,236)	144,921
City Highways	45,504	(1,916)	43,588
Children, Families and Young People	139,267	(1,239)	138,028
Environment, Sports and Community	74,604	(286)	74,318
Finance, Property and Corporate Services	324,823	8,302	333,125
Planning and Public Realm	9,358	(100)	9,258
Public Protection and Licensing	18,200	(1,314)	16,886
Housing	70,031	(2,090)	67,941
<b>Sub-Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

<b>Core Funding:</b>			
Council Tax Income	0	0	0
Business Rates (Net of Tariff)	0	0	0
Revenue Support Grant	0	0	0
<b>Sub-Total Core Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

<b>Executive Management Team:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Chief of Staff	5,916	0	5,916
City Treasurer	66,049	10,771	76,820
Director of Policy, Performance and Communications	17,050	(250)	16,800
Executive Director Adult Services	146,157	(1,236)	144,921
Executive Director of Childrens Services	139,267	(1,239)	138,028
Executive Director of City Management and Communities	137,609	(3,387)	134,222
Executive Director of Corporate Services	20,963	(440)	20,523
Executive Director of Growth, Housing and Planning	322,334	(4,219)	318,115
<b>Sub-Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

<b>Core Funding:</b>			
Council Tax Income	0	0	0
Business Rates (Net of Tariff)	0	0	0
Revenue Support Grant	0	0	0
<b>Sub-Total Core Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

**Schedule 3 - Illustrative Net Budget 2017/18 to 2018/19**

<b>Cabinet Member:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Leader of the Council	7,529	(50)	7,479
Deputy Leader and Business, Culture and Heritage	(2,973)	(371)	(3,343)
Adult Social Services and Public Health	58,954	(3,853)	55,101
City Highways	(54,185)	(2,746)	(56,931)
Children, Families and Young People	31,416	(2,814)	28,602
Environment, Sports and Community	50,183	(1,106)	49,077
Finance, Property and Corporate Services	46,952	8,066	55,018
Planning and Public Realm	1,874	(975)	899
Public Protection and Licensing	10,563	(1,584)	8,979
Housing	25,949	(2,667)	23,282
<b>Sub-Total Net Expenditure</b>	<b>176,263</b>	<b>(8,100)</b>	<b>168,163</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total General Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Executive Management Team:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Chief of Staff	2,838	0	2,838
City Treasurer	32,411	9,555	41,966
Director of Policy, Performance and Communications	7,664	(250)	7,414
Executive Director Adult Services	58,954	(3,853)	55,101
Executive Director of Childrens Services	31,416	(2,814)	28,602
Executive Director of City Management and Communities	2,330	(5,307)	(2,977)
Executive Director of Corporate Services	12,772	(940)	11,832
Executive Director of Growth, Housing and Planning	27,878	(4,491)	23,387
<b>Sub-Total Net Expenditure</b>	<b>176,263</b>	<b>(8,100)</b>	<b>168,163</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total General Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>

Schedule 4 - 2018/19 Summary Service Budget Savings and Growth for Pressures by Cabinet Member and Executive Management Team

Cabinet Member:	Executive Management Team:							Total £'000
	City Treasurer £'000	Director of Policy, Performance and Communications £'000	Executive Director Adult Services £'000	Executive Director of Childrens Services £'000	Executive Director of City Management and Communities £'000	Executive Director of Corporate Services £'000	Executive Director of Growth, Housing and Planning £'000	
Leader of the Council	0	(50)	0	0	0	0	0	(50)
Deputy Leader and Business, Culture and Heritage	0	0	0	0	(71)	0	(300)	(371)
Adult Social Services and Public Health	0	0	(7,839)	0	0	0	0	(7,839)
City Highways	0	0	0	0	(2,746)	0	0	(2,746)
Children, Families and Young People	0	0	0	(2,937)	0	0	0	(2,937)
Environment, Sports and Community	0	(200)	0	0	(1,636)	0	0	(1,836)
Finance, Property and Corporate Services	(13,145)	0	0	0	0	(940)	(2,605)	(16,690)
Planning and Public Realm	0	0	0	0	0	0	(975)	(975)
Public Protection and Licensing	0	0	0	0	(1,584)	0	0	(1,584)
Housing	0	0	0	0	0	0	(2,667)	(2,667)
<b>Total Savings</b>	<b>(13,145)</b>	<b>(250)</b>	<b>(7,839)</b>	<b>(2,937)</b>	<b>(6,037)</b>	<b>(940)</b>	<b>(6,547)</b>	<b>(37,695)</b>
Leader of the Council	0	0	0	0	0	0	0	0
Deputy Leader and Business, Culture and Heritage	0	0	0	0	0	0	0	0
Adult Social Services and Public Health	0	0	3,986	0	0	0	0	3,986
City Highways	0	0	0	0	0	0	0	0
Children, Families and Young People	0	0	0	123	0	0	0	123
Environment, Sports and Community	0	0	0	0	730	0	0	730
Finance, Property and Corporate Services	0	0	0	0	0	0	2,056	2,056
Planning and Public Realm	0	0	0	0	0	0	0	0
Public Protection and Licensing	0	0	0	0	0	0	0	0
Housing	0	0	0	0	0	0	0	0
<b>Total Growth for Pressures</b>	<b>0</b>	<b>0</b>	<b>3,986</b>	<b>123</b>	<b>730</b>	<b>0</b>	<b>2,056</b>	<b>6,895</b>
<b>Net Budget Change</b>	<b>(13,145)</b>	<b>(250)</b>	<b>(3,853)</b>	<b>(2,814)</b>	<b>(5,307)</b>	<b>(940)</b>	<b>(4,491)</b>	<b>(30,800)</b>

Schedule 4 - Detail of 2018/19 Budget Changes	Budget Change Type £'000		
	Expenditure	Income	Net Change
Other Policy, Performance and Communications savings	(50)	0	(50)
<b>Sub-Total Savings</b>	<b>(50)</b>	<b>0</b>	<b>(50)</b>
<b>Total Leader of the Council</b>	<b>(50)</b>	<b>0</b>	<b>(50)</b>

City Management and Communities Controllable Spend Review	(71)	0	(71)
External Income - Economy	0	(200)	(200)
Place Shaping income	0	(100)	(100)
<b>Sub-Total Savings</b>	<b>(71)</b>	<b>(300)</b>	<b>(371)</b>
<b>Total Deputy Leader and Business, Culture and Heritage</b>	<b>(71)</b>	<b>(300)</b>	<b>(371)</b>

Pension Auto Enrolment (as modelled for STP)	390	0	390
Homecare rate rises, Sanctuary contract increase, Asylum pressures, Spot placements	232	0	232
Reversal of Adult Social Care support grant from 2017/18	0	1,329	1,329
Health Integration Fund (iBCF new monies)	2,035	0	2,035
<b>Sub-Total Growth for Pressures</b>	<b>2,657</b>	<b>1,329</b>	<b>3,986</b>
Adult Social Care Precept	(1,003)	0	(1,003)
Alternative delivery vehicle including Commercial Trading**	0	(100)	(100)
Asset Based Commissioning of prevention services**	(100)	0	(100)
Delivery of Differential Charging Priorities	0	(250)	(250)
Direct Payments as first choice	(100)	0	(100)
E Market dynamic purchasing systems	(50)	0	(50)
Forensic Needs & payments analysis	(100)	0	(100)
Improved transition and promoting independence	(200)	0	(200)
Increase in iBCF grant	0	(3,596)	(3,596)
Integrated back office functions with Public Health and Health	(250)	0	(250)
Integrated front door with Health and digital by default	(40)	0	(40)
Joint commissioning with health to deliver shared demand and costs management	(320)	0	(320)
Joint Commissioning, capitated budgets & accountable care partnerships	(200)	0	(200)
Promoting well being, prevention and independence to manage care package costs	(450)	0	(450)
Realising the full efficiency benefits of integrated Learning Disabilities and Mental Health Services	(150)	0	(150)
Remodel In-House service Portfolio**	(150)	0	(150)
Review care pathways and re-commission key services**	(630)	0	(630)
Review of workforce costs	(150)	0	(150)
<b>Sub-Total Savings</b>	<b>(3,893)</b>	<b>(3,946)</b>	<b>(7,839)</b>
<b>Total Adult Social Services and Public Health</b>	<b>(1,236)</b>	<b>(2,617)</b>	<b>(3,853)</b>

Schedule 4 - Detail of 2018/19 Budget Changes Continued	Budget Change Type £'000		
	Expenditure	Income	Net Change
Abnormal Loads cost recovery	(100)	0	(100)
Bay suspensions relocation service	0	(250)	(250)
City Management and Communities Controllable Spend Review	(116)	0	(116)
Compliance and Audit Contract – contract efficiencies	(50)	0	(50)
Direct Deployment of Parking Marshals	(500)	0	(500)
Flexible car sharing operators	0	(300)	(300)
Highways - Expenditure Review	(100)	0	(100)
Pay to Park Benchmarking	(300)	0	(300)
Provision of electric vehicle charging points	0	(130)	(130)
Review of Highways services including Road Management	(750)	0	(750)
Temporary structures charging review	0	(150)	(150)
<b>Sub-Total Savings</b>	<b>(1,916)</b>	<b>(830)</b>	<b>(2,746)</b>
<b>Total City Highways</b>	<b>(1,916)</b>	<b>(830)</b>	<b>(2,746)</b>

Home to School Transport	123	0	123
<b>Sub-Total Growth for Pressures</b>	<b>123</b>	<b>0</b>	<b>123</b>
Commissioning contracts*	(467)	0	(467)
Children's Transformation Reshape 0-19 service model	0	(450)	(450)
Income Generation, Traded Services and Education	(130)	(925)	(1,055)
Other family services savings	(215)	(200)	(415)
Resources and Management	(550)	0	(550)
<b>Sub-Total Savings</b>	<b>(1,362)</b>	<b>(1,575)</b>	<b>(2,937)</b>
<b>Total Children, Families and Young People</b>	<b>(1,239)</b>	<b>(1,575)</b>	<b>(2,814)</b>

Waste Disposal and Increased Tonnage Costs	730	0	730
<b>Sub-Total Growth for Pressures</b>	<b>730</b>	<b>0</b>	<b>730</b>
Additional commercial activity in libraries	0	(50)	(50)
City Management and Communities Controllable Spend Review	(166)	0	(166)
Leisure - additional income	0	(100)	(100)
Libraries stock efficiencies	(100)	0	(100)
Parking: Business Processing & Technology Contract Review	(550)	0	(550)
Sports & Leisure - Phase II	0	(670)	(670)
Voluntary sector support	(200)	0	(200)
<b>Sub-Total Savings</b>	<b>(1,016)</b>	<b>(820)</b>	<b>(1,836)</b>
<b>Total Environment, Sports and Community</b>	<b>(286)</b>	<b>(820)</b>	<b>(1,106)</b>



Schedule 4 - Detail of 2018/19 Budget Changes Continued	Budget Change Type £'000		
	Expenditure	Income	Net Change
Major Projects	0	1,477	1,477
Corporate Property Strategy	0	579	579
Income and Expenditure Alignment*	379	0	379
<b>Sub-Total Growth for Pressures</b>	<b>379</b>	<b>2,056</b>	<b>2,435</b>
Income and Expenditure Alignment*	0	(379)	(379)
Accounts and Budget cleanse	(6,000)	0	(6,000)
Business rates	(2,900)	0	(2,900)
City Treasurers - Treasury Management and review of non-pay budgets	0	(1,420)	(1,420)
Commercial operating model for procurement	0	(150)	(150)
Commercialisation of Financial Expertise	0	(50)	(50)
Corporate Property Strategy ****	0	(476)	(476)
Increase in Council Tax Base	0	(475)	(475)
Legal joint venture	0	(200)	(200)
Property - Sustainable Green Energy	(122)	0	(122)
Property Rationalisation and Asset Management**	(1,907)	(100)	(2,007)
Recharging of Matrix contract	0	(50)	(50)
Reduced spend on Legal Services	0	(100)	(100)
Revenue & Benefits – contract reprocurement	(1,320)	0	(1,320)
Review of ICT budgets	(200)	0	(200)
Review of Insurance - City Treasurers	(180)	0	(180)
Transition to new comms contract/model	(240)	0	(240)
Wireless and small Cell concessions	0	(800)	(800)
<b>Sub-Total Savings</b>	<b>(12,869)</b>	<b>(4,200)</b>	<b>(17,069)</b>
<b>Total Finance, Property and Corporate Services</b>	<b>(12,490)</b>	<b>(2,144)</b>	<b>(14,634)</b>

Income and Expenditure Alignment\* - this is adjustment to gross income and expenditure that nets to nil overall

Development Planning Income	0	(450)	(450)
Electronic Consultation**	(100)	0	(100)
Planning Performance Agreements**	0	(275)	(275)
Proceeds of Crime Act - Planning Enforcement	0	(150)	(150)
<b>Sub-Total Savings</b>	<b>(100)</b>	<b>(875)</b>	<b>(975)</b>
<b>Total Planning and Public Realm</b>	<b>(100)</b>	<b>(875)</b>	<b>(975)</b>

Better working in our neighbourhoods	(900)	0	(900)
Charging for revisits - food team	0	(20)	(20)
City Management and Communities Controllable Spend Review	(197)	0	(197)
Digital transformation further City Management and Communities savings	(152)	0	(152)
Licensing pre-application advice service	0	(50)	(50)
Public Protection And Licensing Additional Income	0	(200)	(200)
Public Protection and Licensing electronic process for formal consultations (licensing applications)	(65)	0	(65)
<b>Sub-Total Savings</b>	<b>(1,314)</b>	<b>(270)</b>	<b>(1,584)</b>
<b>Total Public Protection and Licensing</b>	<b>(1,314)</b>	<b>(270)</b>	<b>(1,584)</b>

Schedule 4 - Detail of 2018/19 Budget Changes Continued	Budget Change Type £'000		
	Expenditure	Income	Net Change
CityWest Homes Property Fee Income	(90)	0	(90)
Rough Sleeping and Supported Housing	(2,000)	0	(2,000)
Spot purchases of housing for intermediate affordable housing	0	(577)	(577)
<b>Sub-Total Savings</b>	<b>(2,090)</b>	<b>(577)</b>	<b>(2,667)</b>
<b>Total Housing</b>	<b>(2,090)</b>	<b>(577)</b>	<b>(2,667)</b>

Overall Service Summary:			
Sub-Total Growth for Pressures	3,510	3,385	<b>6,895</b>
Sub-Total Savings	(24,689)	(13,006)	<b>(37,695)</b>
<b>Net Total Savings</b>	<b>(21,179)</b>	<b>(9,621)</b>	<b>(30,800)</b>

\* Consultations due to be completed before 4th October 2017

\*\* Consultations due to be completed after the 4th October 2017

\*\*\* Consultation due to be completed after the 4th October 2017, but only £50k requires external consultation

\*\*\*\* Consultation due to be completed after the 4th October 2017, but only £76k requires external consultation

<b>Schedule 4 - Detail of 2018/19 Budget Changes</b>	<b>2018/19 £'000</b>
<b>Total Service Budget Changes</b>	<b>(30,800)</b>

<b>Financed by Budget Changes:</b>	
<b>Core Funding:</b>	
Council Tax Changes	0
Net Business Rates Change	0
Revenue Support Grant	8,100
<b>Sub-Total Core Funding Changes</b>	<b>8,100</b>

<b>Non-Core Funding Changes:</b>	
New Homes Bonus Loss	1,900
Inflation	6,200
Risks	3,000
Pension Fund Deficit Recovery	4,000
Pressures	4,300
Capital Programme	3,300
<b>Sub-Total Non-Core Funding Changes</b>	<b>22,700</b>
<b>Total Financed by Budget Changes</b>	<b>30,800</b>

<b>Schedule 5 – Subjective Analysis</b>	
---	--

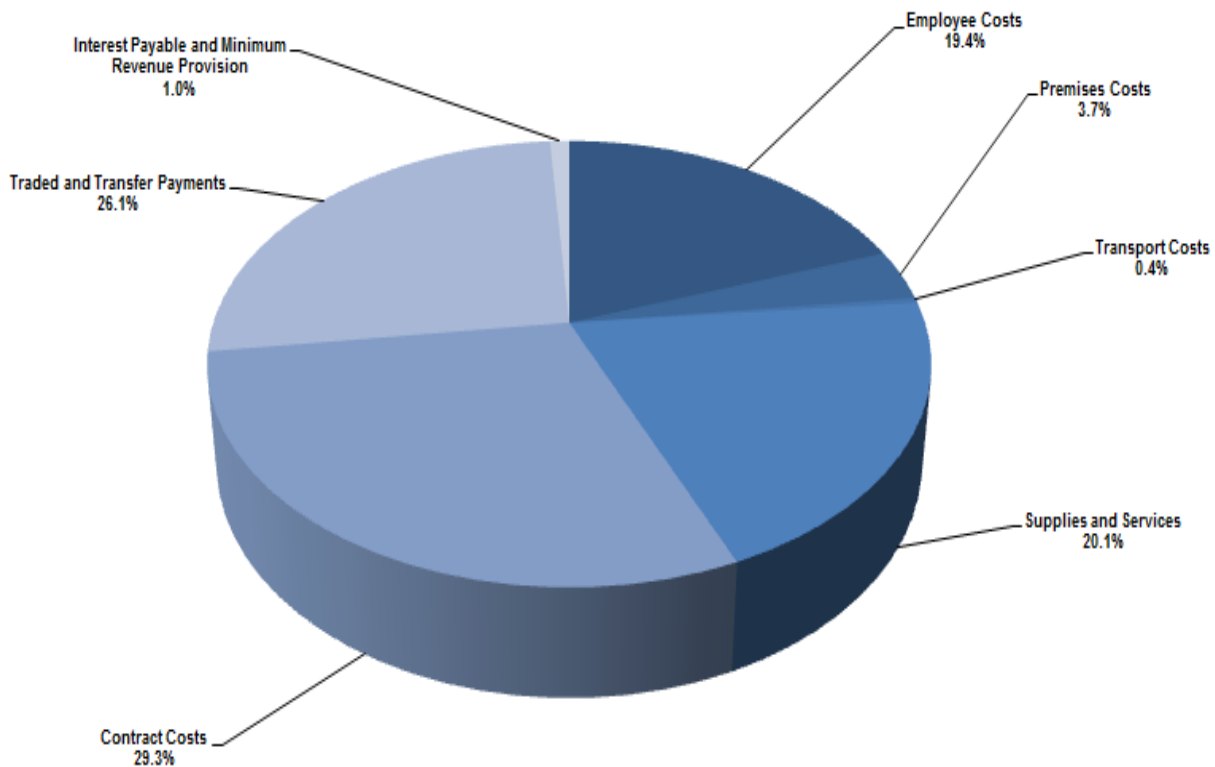
<b>Subjective Analysis Grouping</b>	<b>Description</b>
<b>Employee Costs</b>	e.g. Basic pay, National Insurance, Pension costs, employee training, recruitment costs
<b>Premises Costs</b>	e.g. Utilities bills, rents, rates and repairs and maintenance costs
<b>Transport Costs</b>	e.g. Vehicle lease hire and fuel costs
<b>Supplies and Services</b>	e.g. Equipment, stationary, professional fees, telephony, IT and other hired services
<b>Contract Costs</b>	The cost to the Council for services provided on its behalf by external entities
<b>Traded and Transfer Payments</b>	a) Traded services are service those offered between different functions within the Council b) Transfer Payments e.g. Housing Benefits - payments to individuals for which the Council receives no good or services in return
<b>Interest Payable and Minimum Revenue Provision</b>	a) Interest which is payable on the Council's loans/borrowing b) The Minimum Revenue Provision is an amount required by Statute that is charged to revenue each year and set aside for repaying external loans and meeting other credit liabilities.
<b>Government Grants</b>	Grants which are received by the Council from Central Government departments or their agencies for specific purposes e.g. the Public Health Grant or for more general purposes such as the New Homes Bonus grant
<b>Non-Government Grants</b>	Grants from non-Government sources e.g. TfL, Heritage Lottery Fund etc
<b>Non-Grant Funding and Other Contributions</b>	This includes income from other sources of funding through contributions e.g. NHS/residential care/other local authority contributions, costs e.g. project costs externally recharged to outside entities.
<b>Fees and Charges</b>	This is defined as income raised from the provision of a service or use of a council asset e.g. rent, service charges, planning application fees, penalty charges etc
<b>Interest Receivable and Investment Income</b>	Interest which is due to the Council from investments or from its balances

Continued overleaf...

**Schedule 5 – Subjective Analysis Continued**

Subjective Analysis	2017/18 Revised Budget £'000	Budget Change £'000	2018/19 Draft Budget £'000
Employee Costs	168,465	(2,540)	165,925
Premises Costs	33,656	(2,089)	31,567
Transport Costs	3,095	(29)	3,067
Supplies and Services	169,182	4,006	173,188
Contract Costs	252,743	(2,458)	250,285
Traded and Transfer Payments	222,703	(190)	222,513
Interest Payable and Minimum Revenue Provision	5,500	3,300	8,800
<b>Sub-Total Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

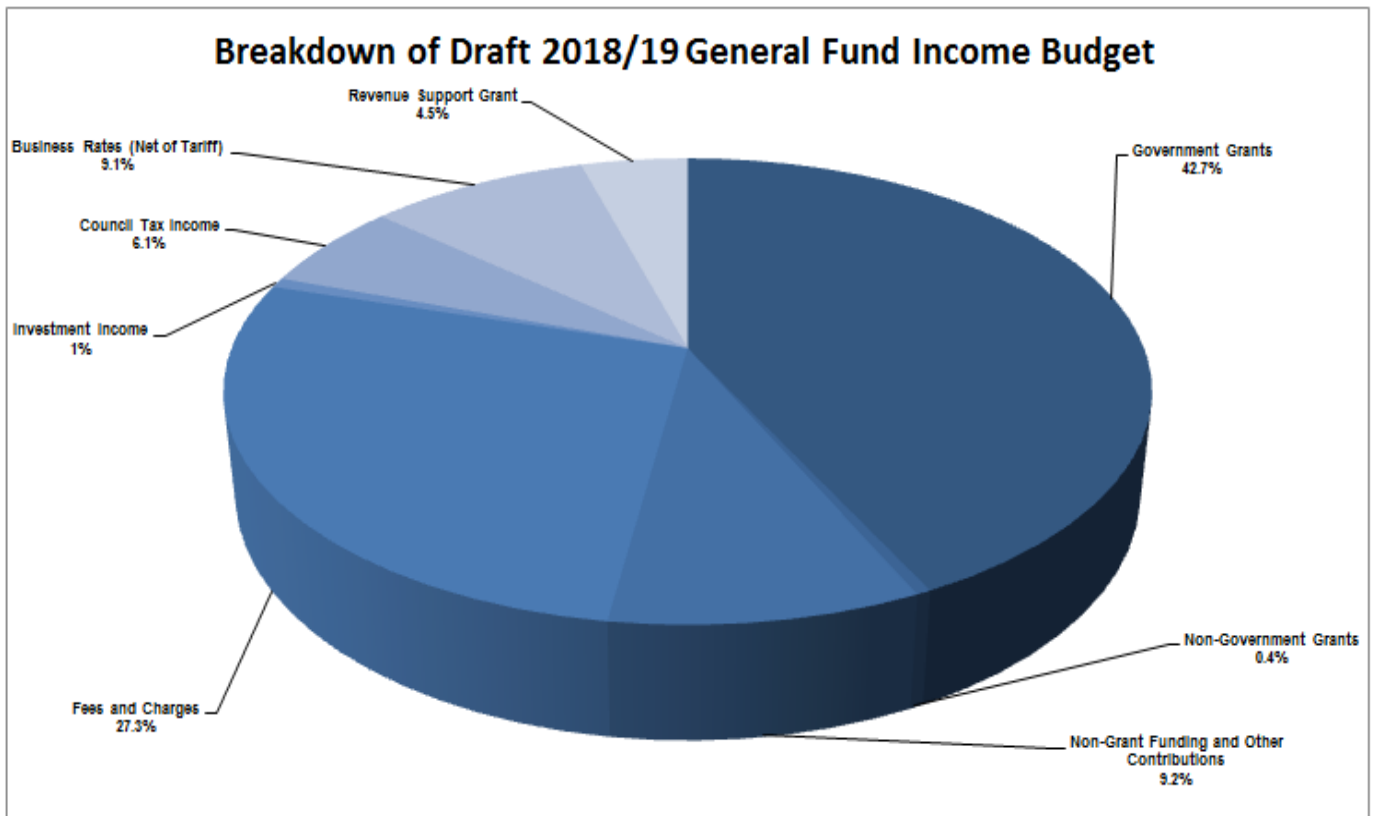
**Breakdown of Draft 2018/19 General Fund Expenditure Budget**



**Schedule 5 – Subjective Analysis Continued**

Subjective Analysis	2017/18 Revised Budget £'000	Budget Change £'000	2018/19 Draft Budget £'000
Government Grants	(363,510)	(1,117)	(364,627)
Non-Government Grants	(3,464)	(200)	(3,664)
Non-Grant Funding and Other Contributions	(77,613)	(1,175)	(78,788)
Fees and Charges	(230,120)	(4,196)	(234,316)
Interest Receivable and Investment Income	(4,375)	(1,412)	(5,787)
<b>Sub-Total Income</b>	<b>(679,082)</b>	<b>(8,100)</b>	<b>(687,182)</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total Income</b>	<b>(855,345)</b>	<b>0</b>	<b>(855,345)</b>



**Schedule 6 - Housing Revenue Account**

<b>Budget Breakdown</b>	<b>Current Budget 2017/18 £'000</b>	<b>Changes £'000</b>	<b>Draft Budget 2018/19 £'000</b>
<b>Income</b>			
<b>Business Income</b>			
Rent income - dwellings	(74,474)	1,311	(73,163)
Rent income - sheds & garages	(1,058)	0	(1,058)
Service Charge - Tenants	(2,996)	0	(2,996)
Service Charge - Lessee	(11,188)	0	(11,188)
Heating & Hot Water	(4,501)	0	(4,501)
<b>Total Business Income</b>	<b>(94,217)</b>	<b>1,311</b>	<b>(92,905)</b>
<b>Other Income</b>			
Corporate Property Income	(7,625)	(275)	(7,900)
Major works lessees income	(9,792)	(352)	(10,144)
Miscellaneous Income	(1,392)	(485)	(1,877)
Interest on balances	(652)	197	(455)
<b>Total Other Income</b>	<b>(19,461)</b>	<b>(916)</b>	<b>(20,377)</b>
<b>Total Income</b>	<b>(113,678)</b>	<b>396</b>	<b>(113,282)</b>

<b>Expenditure</b>			
<b>Management costs:</b>			
Housing Management Fee	22,726	1,875	24,601
Business Transformation	4,200	(3,700)	500
TMO Fees	1,442	0	1,442
Legal costs	1,326	0	1,326
Other management costs	1,954	0	1,954
IT Services	1,130	0	1,130
<b>Total Management Costs</b>	<b>32,779</b>	<b>(1,825)</b>	<b>30,954</b>
<b>Total Special Services</b>	<b>8,278</b>	<b>0</b>	<b>8,278</b>

<b>Repairs:</b>			
Planned maintenance	5,107	0	5,107
Void Repairs	1,000	0	1,000
Responsive repairs	9,219	2,800	12,019
Corporate Property Repairs	460	0	460
<b>Total Repairs &amp; Maintenance</b>	<b>15,786</b>	<b>2,800</b>	<b>18,586</b>
<b>Total Directly Managed Costs</b>	<b>56,843</b>	<b>975</b>	<b>57,818</b>

Central Support Service Overheads & Recharges	11,586	1,070	12,656
Miscellaneous expenditure/income	36,832	(2,926)	33,906
<b>Total expenditure</b>	<b>105,261</b>	<b>(882)</b>	<b>104,379</b>

<b>Net in year deficit/(surplus)</b>	<b>(8,417)</b>	<b>(487)</b>	<b>(8,904)</b>
--------------------------------------	----------------	--------------	----------------

<b>HRA Reserves:</b>			
Opening HRA Balance Brought-Forward	(40,751)	28,895	(11,856)
Budgeted net in year deficit/(surplus)	(8,417)	(487)	(8,904)
Budgeted Capital expenditure funded from balances	37,312	(37,312)	0
<b>Projected HRA Balance Carried Forward</b>	<b>(11,856)</b>	<b>(8,904)</b>	<b>(20,760)</b>

This page is intentionally left blank



Annex B - Part A

**Equality Impact Assessments**

**Completed for all 2018/18 savings proposals within cabinet portfolio:**

**Finance, Property & Corporate Services**

## 1.16a Reduced Spend on Legal Services

What are you analysing?

- 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?

Reducing Council spend on external legal services by delivering advice through an Alternative Business Structure (ABS). This will benefit Council departments who are currently using external suppliers. The forecast is that half of the existing spend would be delivered through the ABS 30% cheaper than present costs.

Details of the lead person completing the screening/EIA

- (i) Full Name: Richard Cutbush
- (ii) Position: Business Manager
- (iii) Unit: Legal Services
- (iv) Contact Details: [rcutbush@westminster.gov.uk](mailto:rcutbush@westminster.gov.uk) – 0207 641 4120

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

18<sup>th</sup> August 2017

Version number and date of update

*You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.*

*Version 1.0*

## 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	No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	No	<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	No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	No	<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?	No	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<b>Yes</b>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	No <input type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The savings being assessed will be delivered, by work that had previously been externalised being done through the Council owned ABS. None of these will impact on the public. Where recruitment is required to provide capacity for additional work it will be carried out in line with industry good practice.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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).	
	<p>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.</p>	
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>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?	
	<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b> 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"/>	<b>2. Adjust the policy</b> You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b> 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"/>	<b>4. Stop and remove the policy</b> 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



## 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*

<b>5.1</b>	<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><b>NB. Add any additional rows, if required.</b></p>						
<b>Page 23</b>	<b>Action Required</b>	<b>Equality Groups Targeted</b>	<b>Intended outcome</b>	<b>Resources Needed</b>	<b>Name of Lead, Unit &amp; Contact Details</b>	<b>Completion Date (DD/MM/YY)</b>	<b>RAG</b>
	<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](mailto:Equalities@westminster.gov.uk)**

Title
<b>1.18 Increase in Council Tax Base</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Organic growth through the building of additional homes and enhancements to existing homes, as well as changes to eligibility for discounts (single person discount for example) result in a modest but steady annual increase in the tax base. This results in an increasing tax yield even though the average Band D amount remains constant.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Jake Bacchus</p> <p>(ii) Position: Deputy Head of Corporate Finance</p> <p>(iii) Unit: City Treasurers, Corporate Finance</p> <p>(iv) Contact Details: <a href="mailto:jbacchus@westminster.gov.uk">jbacchus@westminster.gov.uk</a></p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18 Aug 2017
Version number and date of update
<b>V1 – 18.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Organic growth of housing within Westminster will naturally lead to increased Council Tax income. This has no effect on existing households.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No, not relevant</i></p>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>No consultation required</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Not relevant</i>





4.3	Please document the reasons for your decision

**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*

**5.1** 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.

*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.*

**NB. Add any additional rows, if required.**

Page 32	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:** ...Jake Bacchus.....

**UNIT:** City Treasurers, Corporate Finance

**EMAIL & TELEPHONE EXT:** [jbacchus@westminster.gov.uk](mailto:jbacchus@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 18 August 2017

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>1.20 Revenue &amp; Benefits – Contract re-procurement</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The re-procurement of a new contract to deliver the Council’s revenues and benefits requirements is taking place in 2017/18. Savings will be made through efficiencies in the contract and will not result in any change in the delivery of services.</p> <p>Savings are anticipated to be generated through a robust procurement process to ensure maximisation of value for money. In addition, there will be a focus on reduction in contract price through the adoption of digital solutions to reduce demand and improve process efficiency.</p> <p>While digital solutions are being scoped, existing channels will not be switched off for those who cannot use new digital platforms. People will be encouraged towards channel shift but this won’t be at the expense of closing other channels in the medium term.</p> <p>There are no groups who make up a significant portion of the work force.</p>
Details of the lead person completing the screening/EIA
<ul style="list-style-type: none"> <li>(i) Full Name: Jake Bacchus</li> <li>(ii) Position: Deputy Head of Corporate Finance</li> <li>(iii) Unit: City Treasurers, Corporate Finance</li> <li>(iv) Contact Details: <a href="mailto:jbacchus@westminster.gov.uk">jbacchus@westminster.gov.uk</a></li> </ul>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18 Aug 2017
Version number and date of update
<b>V1 – 18.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>	<b>Significant</b>			
	<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.			
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>Standard retendering of a contract with an expectation of savings from contract efficiencies rather than a change to the delivery of the service.</p> <p>While digital solutions are being scoped, existing channels will not be switched off for those who cannot use new digital platforms. People will be encouraged towards channel shift but this won't be at the expense of closing other channels in the medium term.</p> <p>There are no groups who make up a significant portion of the work force.</p>

**EQUALITY IMPACT ASSESSMENT**  
**SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No, not relevant</i></p>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>No consultation required</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Not relevant</i>



**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b> 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><b>NB. Add any additional rows, if required.</b></p>							
Page 41	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:**



**FULL NAME:** ...Jake Bacchus.....

**UNIT:** City Treasurers, Corporate Finance

**EMAIL & TELEPHONE EXT:** [jbacchus@westminster.gov.uk](mailto:jbacchus@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 18 August 2017

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>1.24 Commercial Operating Model for Procurement</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Development of commercial operating model for procurement including:</p> <ul style="list-style-type: none"> <li>• Generating income through pan London Frameworks let by City Council</li> <li>• Promotion of capital Esourcing as solution of choice for local authorities</li> </ul> <p>Procurement traded “model” consultancy practice to be delivered through joint venture with third party consultancy practice offering services including:</p> <ul style="list-style-type: none"> <li>• Provision of opportunity analysis - spend review</li> <li>• Sourcing services</li> <li>• Organisational review including people, policy, process &amp; systems</li> <li>• Training</li> <li>• Managed Service</li> </ul>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Anthony Oliver</p> <p>(ii) Position: Chief Procurement Officer</p> <p>(iii) Unit: Procurement Services</p> <p>(iv) Contact Details: <a href="mailto:aoliver@westminster.gov.uk">aoliver@westminster.gov.uk</a></p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
TBA
<b>Version number and date of update</b>
Version 1 28/7/17

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>															
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">How many people use the service currently? What is this as a % of Westminster's population?</td> <td>None</td> </tr> <tr> <td>Age</td> <td>N/A</td> </tr> <tr> <td>Disability</td> <td>N/A</td> </tr> <tr> <td>Gender</td> <td>N/A</td> </tr> <tr> <td>Race</td> <td>N/A</td> </tr> <tr> <td>Religion or belief</td> <td>N/A</td> </tr> <tr> <td>Sexual orientation</td> <td>N/A</td> </tr> </table>		How many people use the service currently? What is this as a % of Westminster's population?	None	Age	N/A	Disability	N/A	Gender	N/A	Race	N/A	Religion or belief	N/A	Sexual orientation	N/A
How many people use the service currently? What is this as a % of Westminster's population?	None															
Age	N/A															
Disability	N/A															
Gender	N/A															
Race	N/A															
Religion or belief	N/A															
Sexual orientation	N/A															

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>None</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>None</i></p>



### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>No consultation has been required.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>None</i>




4.3	Please document the reasons for your decision
	There is no impact identified on groups within Westminster.

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 50</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>1.25 Corporate Property Strategy</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>This programme comprises the redevelopment of key Council owned properties to generate new or improved revenue returns. The redevelopment projects are at varying stages of project planning and the deliverables are subject to amendment as the concepts mature. In addition the projects will be subject to the usual development risks including planning, market (incl Brexit) and finance.</p> <p>All project business cases are reviewed and updated at the Major Projects Review Group and supported by business cases as the scheme proposals develop and therefore the net revenue forecasts will be subject to change. It should be noted that in the short term, the development of the projects will result in a short term income pressure.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Guy Slocombe</p> <p>(ii) Position: Director of Property Income and Estates</p> <p>(iii) Unit: Corporate Property</p> <p>(iii) Contact Details: 0207 641 5465</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
31/3/17
<b>Version number and date of update</b>
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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?	<b>None</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>The programme seeks to develop a number of existing buildings in order to generate income or improve service provision. In the case of developments that impact current service provision:</p> <ul style="list-style-type: none"> <li>the work at Moberley/ Jubilee, Seymour and Queen Mother Leisure Centres will result in the provision of limited or no service provision during the period of the development for reasons of public safety but provision will be resumed once works are concluded.</li> <li>the works at the Beachcroft, Westmead and Carlton Dene will increase and improve the quality and range of care for elderly people.</li> </ul> <p>All works will result in buildings that comply with relevant building regulations relating to accessibility more so than the buildings that are replaced.</p>

## EQUALITY IMPACT ASSESSMENT

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	



	Religion or belief	
	Sexual orientation	
<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>	
	<p><i>If yes, provide details.</i></p>	
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>	
	<p><i>If yes, provide details.</i></p>	

### 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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 40%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 59</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

SIGNATURE: .....

FULL NAME: .....

UNIT: .....

EMAIL &amp; 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](mailto:Equalities@westminster.gov.uk)

## Title

**1.37 Transition to new comms contract/model**

## What are you analysing?

- 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?

**Brief Summary:**

The future model for network and telephony services across the shared IT service will involve greater use of commodity Internet communications services, and different telephony solutions, potentially replacing need for mobile handset issue and contract costs for all staff.

**Precise Detail:**

- Savings realised through a variety of budgets including:
- Budgets for Virgin Media Business, WAN and Local Area Network contract.
- Departmental telephony budgets for Ericsson (billed on basis of usage).

Type of saving	2018/19 £'000	Cumulative £'000
Increased Income		
Headcount Reduction Savings		
Procurement/Contract savings	240	240
Other overhead reductions		
Additional headcount costs		
Additional ongoing costs		
Project implementation costs		
<b>Total Net Savings</b>	<b>240</b>	<b>240</b>
Capital Investment		
Estimated redundancy costs		

**Details of the lead person completing the screening/EIA**

(iii) Full Name: Zakki Ghauri

(ii) Position: Head of Portfolio Management

(iii) Unit: ICT Digital Information

(iv) Contact Details: 020 7641 2899

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

Version number and date of update

V2 (08/08/2017)



**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.

<b>1.1</b>	<b>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?</b>			
	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>			
	<b>None/ Minimal</b>	<b>Significant</b>		
	<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Initial screening has identified no negative impacts on groups or communities as a consequence of this project/service.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 69</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**



<b>Title</b>
<b>1.40 Property Rationalisation and Asset Management</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Asset management of the Council's commercial property investment portfolio to increase the income generated. This will be achieved through:</p> <ul style="list-style-type: none"> <li>• Re-gearing of certain car park leases to guarantee rent and reduce more uncertain turnover based rents</li> <li>• Rationalisation of the Council's commercial corporate footprint, reducing cost of the estate and recycling assets to generate rental income either from specific assets, or from the reinvested capital raised from disposals</li> <li>• Asset management initiatives to identify commercial opportunities for new or improved rent from existing assets including telecoms masts</li> <li>• Core Commercial Portfolio income growth – through contractual rent review and lease renewal processes</li> </ul> <p>The aim of the project is not to impact on service provision but to be more intelligent regarding the accommodation needs of services in the same locality but accessibility will always remain a key consideration.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Alan Rhind</p> <p>(ii) Position: Head of Operational Property</p> <p>(iii) Unit: Corporate Property</p> <p>(iv) Contact Details: 0207 641 5462</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
1/8/17
<b>Version number and date of update</b>
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	X <input type="checkbox"/>	<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"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	X <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	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X <input type="checkbox"/>	<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"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<b>None</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	X <input type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The programme seeks to reduce the number of commercial buildings from which the Council operates from. This will not impact on the level of service provision. However, it will mean that where possible better use will be made of the commercial space e.g. where a number of services operate within close proximity and capacity exists to co-locate. This will free up commercial space to lease out to commercial tenants, voluntary and community organisations and or social enterprises depending on the Council’s priorities. Accessibility will always be a key consideration as Westminster consolidates its portfolio.

**EQUALITY IMPACT ASSESSMENT**  
**SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <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><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 746 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="746 689 1538 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if require</i></td> <td data-bbox="746 1294 1538 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 371 1749"> <input type="checkbox"/> </td> <td data-bbox="371 1592 719 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1749 371 1832"> <input type="checkbox"/> </td> <td data-bbox="371 1749 719 1832"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1749 1538 1832">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1832 371 1951"> <input type="checkbox"/> </td> <td data-bbox="371 1832 719 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1832 1538 1951">           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 data-bbox="264 1951 371 2029"> <input type="checkbox"/> </td> <td data-bbox="371 1951 719 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 1951 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 78</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						



**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](mailto:Equalities@westminster.gov.uk)

Title
<b>1.44 Recharging of Matrix Contract</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<ul style="list-style-type: none"> <li>• The recharging of costs for temporary agency resources with an additional margin to recover contracts management costs associated with the delivery of the service from Matrix.</li> <li>• Ensures that the Council maintains professional and commercial contracts management for the delivery of temporary agency resources.</li> <li>• Full costs are recovered from the Services for the delivery of contracts management.</li> </ul>
Details of the lead person completing the screening/EIA
<p>(iv) Full Name: Anthony Oliver</p> <p>(ii) Position: Chief Procurement Officer</p> <p>(iii) Unit: Procurement Services</p> <p>(iv) Contact Details: <a href="mailto:aoliver@westminster.gov.uk">aoliver@westminster.gov.uk</a></p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
TBA
Version number and date of update
<i>Version 1 28/7/17</i>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">How many people use the service currently? What is this as a % of Westminster's population?</td> <td style="width: 50%;">None</td> </tr> <tr> <td>Age</td> <td>N/A</td> </tr> <tr> <td>Disability</td> <td>N/A</td> </tr> <tr> <td>Gender</td> <td>N/A</td> </tr> <tr> <td>Race</td> <td>N/A</td> </tr> <tr> <td>Religion or belief</td> <td>N/A</td> </tr> <tr> <td>Sexual orientation</td> <td>N/A</td> </tr> </table>		How many people use the service currently? What is this as a % of Westminster's population?	None	Age	N/A	Disability	N/A	Gender	N/A	Race	N/A	Religion or belief	N/A	Sexual orientation	N/A
How many people use the service currently? What is this as a % of Westminster's population?	None															
Age	N/A															
Disability	N/A															
Gender	N/A															
Race	N/A															
Religion or belief	N/A															
Sexual orientation	N/A															

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>None</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>None</i></p>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>No consultation has been required.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>None</i>

**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).
<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?**

<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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
	There is no impact identified on groups within Westminster.




**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 87</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>1.52 City Treasurers - Treasury Management and review of non-pay budgets</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The City Treasurer department will review opportunities to generate additional income from enhanced Treasury Management practices. The potential impact of Brexit will also be taken into account with the adverse effect of potentially further reducing interest rates. Undertake a review to reduce demand on non-pay items to realise savings.</p> <p>Review the potential for longer term investments and alternative investment opportunities, ensure the most cost efficient financing of the capital programme and review all budgets to ensure income is maximised and expenditure minimised. In addition, undertake a detail review of non pay spend within City Treasurer department to reduce spend.</p> <p>The Council maintains a robust treasury management strategy to ensure that funds are always available for the provision of services. Therefore there will be no impact on delivery of services.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Jake Bacchus</p> <p>(ii) Position: Deputy Head of Corporate Finance</p> <p>(iii) Unit: City Treasurers, Corporate Finance</p> <p>(iv) Contact Details: <a href="mailto:jbacchus@westminster.gov.uk">jbacchus@westminster.gov.uk</a></p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18 Aug 2017
<b>Version number and date of update</b>
<b>V1 – 18.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>	<b>Significant</b>			
	<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.			
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	There will be no impact on the delivery of services. This exercise is to maximise the return on the Council's investments that it already makes.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No</i>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No, not relevant</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>No consultation required</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Not relevant</i>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 748 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="748 689 1538 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 748 1384"><i>Enter additional rows if require</i></td> <td data-bbox="748 1294 1538 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 371 1749"> <input type="checkbox"/> </td> <td data-bbox="371 1592 719 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1749 371 1832"> <input type="checkbox"/> </td> <td data-bbox="371 1749 719 1832"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1749 1538 1832">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1832 371 1951"> <input type="checkbox"/> </td> <td data-bbox="371 1832 719 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1832 1538 1951">           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 data-bbox="264 1951 371 2029"> <input type="checkbox"/> </td> <td data-bbox="371 1951 719 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 1951 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 96</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:**



**FULL NAME:** ...Jake Bacchus.....

**UNIT:** City Treasurers, Corporate Finance

**EMAIL & TELEPHONE EXT:** [jbacchus@westminster.gov.uk](mailto:jbacchus@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 18 August 2017

**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](mailto:Equalities@westminster.gov.uk)**

## Title

**1.54 Review of ICT budgets**

## What are you analysing?

- 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?

**Brief Summary:**

Charges for the BT Lot 1 contract are scheduled to decrease due to the cessation of legacy CapGemini Datacentre services and the transition of these functions to Office 365 (primarily) and the BT Cloud "SIP" datacentre platform

**Precise Detail:**

In 2018/19, a decreases in BT Cloud storage (supported by further migration of data to Office365) and a reduction in the supported IT asset base should reduce charges further, organisational downsizing and tighter asset management.

Type of Saving	2018/19 £'000	Cumulative £'000
Increased Income		
Headcount Reduction Savings		
Procurement/Contract savings	200	200
Other overhead reductions		
Additional headcount costs		
Additional ongoing costs		
Project implementation costs		
<b>Total Net Savings</b>	<b>200</b>	<b>200</b>
Capital Investment		
Estimated redundancy costs		

Details of the lead person completing the screening/EIA
<p>(i) Full Name: Zakki Ghauri</p> <p>(ii) Position: Head of Portfolio Management</p> <p>(iii) Unit: ICT Digital Information</p> <p>(iv) Contact Details: 020 7641 2899</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
Version number and date of update
V2 (08/08/2017)

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Initial screening has identified no negative impacts on groups or communities as a consequence of this project/service.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>



### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td> </td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 106</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>1.55 Legal Joint Venture</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Creation of Legal Services Alternative Business Structure (ABS). This will allow the legal service to offer and enhanced service to all Council departments requirement legal advice, provide material savings to the Council and realise commercial opportunities that would not be available within the current delivery model.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(v) Full Name: Richard Cutbush</p> <p>(ii) Position: Business Manager</p> <p>(iii) Unit: Legal Services</p> <p>(iv) Contact Details: <a href="mailto:rcutbush@westminster.gov.uk">rcutbush@westminster.gov.uk</a> – 0207 641 4120</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
17 <sup>th</sup> August 2017
<b>Version number and date of update</b>
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p> <p>Version 1.0</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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>No</b>	<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	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>No</b>	<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?	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>	<b>Significant</b>			
	<b>Yes</b>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.			
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	No <input type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The savings being assessed will be raised, by a combination of work that had previously been externalised being done in the ABS, through efficiency saving from implementing demand management work streams and from dividends due to WCC as a shareholder in the ABS. None of these will impact on the public. Where recruitment is required to provide capacity for additional work it will be carried out in line with industry good practice.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	



2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 115</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)

Title
<b>1.57 Commercialisation of Financial Expertise</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The Finance department of Westminster City Council has built a strong reputation for process improvement over the past 3 years, in particular as a consequence of being the first and fastest to close and report its financial statements in the local authority sector, and beating 95% of the FTSE 100 in the process. Invitations to present at events held by CIPFA, Welsh Audit Commission and BDO and Grant Thornton have helped to make the department's brand a strong one. We have been approached by the consultancy arm of an audit practice to partner with them in helping to bring other LA's performance up and are exploring how this could work to develop an income stream which can be turned to the advantage of the Council.</p> <p>This proposal would result in experienced members of the finance department being used to support on consultancy projects, most likely with a third party provider, thereby bringing in income to the Council.</p>
Details of the lead person completing the screening/EIA
<p>(vi) Full Name: Steve Muldoon</p> <p>(ii) Position: Assistant City Treasurer</p> <p>(iii) Unit: City Treasurers, Commercial &amp; Financial Management</p> <p>(iv) Contact Details: <a href="mailto:smuldoon@westminster.gov.uk">smuldoon@westminster.gov.uk</a></p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
11 Aug 2017
Version number and date of update
<b>V1 – 11.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	This initiative is one that will generate new income of a consultancy nature, and does not impact on any service received by residents of Westminster.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No</i>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No, not relevant</i>

**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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>No consultation required</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Not relevant</i></p>



4.3	Please document the reasons for your decision

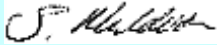
**SECTION 5: ACTION PLAN**

*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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 124</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:**



**FULL NAME:** ...Steve Muldoon.....

**UNIT:** City Treasurers, Commercial & Financial Management

**EMAIL & TELEPHONE EXT:** [smuldoon@westminster.gov.uk](mailto:smuldoon@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 11 August 2017

**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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>1.58 Wireless and Small Cell concessions</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The proposal put forward is related to utilisation of Council assets for telecoms infrastructure. Westminster is attempting through this proposal to facilitate a more efficient approach to wireless connectivity on street across the Borough. Offering a concession contract to a single infrastructure provider will encourage a more coordinated approach to the installation and use of small cell technologies.</p> <p>At present without this approach, vendors would have to approach the Council on each occasion to request permissions and get approval which is inefficient and does not encourage a wider take up of assets in the borough leading to continued issues with 3g/4g coverage in the borough.</p> <p>As well as improving mobile coverage there is an opportunity to generate an improved income for the Council through this approach which can be put back in to front line services for the Council.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(vii) Full Name: Dai Williams</p> <p>(ii) Position: Strategic Finance Manager - Commercial</p> <p>(iii) Unit: Finance</p> <p>(iv) Contact Details: <a href="mailto:dwillia@westminster.gov.uk">dwillia@westminster.gov.uk</a></p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
<b>Version number and date of update</b>
<i>Version 1 – 21/7/2017</i>



**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.

<b>1.1</b>	<b>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?</b>			
	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>			
	<b>None/ Minimal</b>	<b>Significant</b>		
	<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p><i>Impacts are those that already exist in relation to the telecoms market and infrastructure used.</i></p> <p><i>As the use of assets is already available and this is merely an improvement in process a full consultation was not seen as required.</i></p> <p><i>The process is focused on income generation and therefore likely to have positive impact on council funding.</i></p>

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	N/A
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p>N/A</p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p>N/A</p>

**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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1525 1384"> <thead> <tr> <th data-bbox="264 689 746 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="751 689 1525 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if require</i></td> <td data-bbox="751 1294 1525 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1525 2029"> <tbody> <tr> <td data-bbox="264 1592 368 1749"> <input type="checkbox"/> </td> <td data-bbox="373 1592 715 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1592 1525 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1756 368 1827"> <input type="checkbox"/> </td> <td data-bbox="373 1756 715 1827"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1756 1525 1827">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1834 368 1951"> <input type="checkbox"/> </td> <td data-bbox="373 1834 715 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1834 1525 1951">           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 data-bbox="264 1957 368 2029"> <input type="checkbox"/> </td> <td data-bbox="373 1957 715 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 1957 1525 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Dai Williams**UNIT:** Finance**EMAIL & TELEPHONE EXT:** 2795**DATE (DD/MM/YYYY):** 10/8/17**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](mailto:Equalities@westminster.gov.uk)



<b>Title</b>
<b>1.61 Review of Insurance – City Treasurers</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The purpose of this proposal is to review non-pay budgets to identify where demand reduction or greater value for money can be realised. This will result in a reduction in budget lines relating to external audit fees through the re-procurement of a new insurance premium provider.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Jake Bacchus</p> <p>(ii) Position: Deputy Head of Corporate Finance</p> <p>(iii) Unit: City Treasurers, Corporate Finance</p> <p>(iv) Contact Details: <a href="mailto:jbacchus@westminster.gov.uk">jbacchus@westminster.gov.uk</a></p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18 Aug 2017
<b>Version number and date of update</b>
<b>V1 – 18.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	There will be no impact on delivery of services.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No, not relevant</i></p>

**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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>No consultation required</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Not relevant</i></p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 746 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="746 689 1538 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if require</i></td> <td data-bbox="746 1294 1538 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 371 1749"> <input type="checkbox"/> </td> <td data-bbox="371 1592 719 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1749 371 1832"> <input type="checkbox"/> </td> <td data-bbox="371 1749 719 1832"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1749 1538 1832">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1832 371 1951"> <input type="checkbox"/> </td> <td data-bbox="371 1832 719 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1832 1538 1951">           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 data-bbox="264 1951 371 2029"> <input type="checkbox"/> </td> <td data-bbox="371 1951 719 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 1951 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 142</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:**



**FULL NAME:** ...Jake Bacchus.....

**UNIT:** City Treasurers, Corporate Finance

**EMAIL & TELEPHONE EXT:** [jbacchus@westminster.gov.uk](mailto:jbacchus@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 18 August 2017

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>1.62 Business Rates</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Historically, Westminster has had to set its business rates budget at safety net due to the number of appeals outstanding which reduces the final outturn of business rates. Additional income can now be delivered through the business rates retention scheme due to an improved financial position in respect of appeals.</p> <p>There is no impact on billing for businesses or on the ability for businesses to appeal their rates with the VOA.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Jake Bacchus</p> <p>(ii) Position: Deputy Head of Corporate Finance</p> <p>(iii) Unit: City Treasurers, Corporate Finance</p> <p>(iv) Contact Details: <a href="mailto:jbacchus@westminster.gov.uk">jbacchus@westminster.gov.uk</a></p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18 Aug 2017
Version number and date of update
<b>V1 – 18.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	There is no change to the level of rates that businesses pay or the ability to appeal their rates, the process of which is set nationally.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No</i>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No, not relevant</i>

**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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>No consultation required</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Not relevant</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 45%; background-color: #F4C08E; padding: 5px;"><b>Column A – Issues or barriers, things to take into account</b></th> <th style="width: 55%; background-color: #F4C08E; padding: 5px;"><b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"><i>Enter additional rows if require</i></td><td></td></tr> </tbody> </table>			<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> <tr> <td colspan="3" style="height: 20px;"></td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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



**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 151</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:**



**FULL NAME:** ...Jake Bacchus.....

**UNIT:** City Treasurers, Corporate Finance

**EMAIL & TELEPHONE EXT:** [jbacchus@westminster.gov.uk](mailto:jbacchus@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 18 August 2017

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>1.63 Sustainable Green Energy</b>
<b>What are you analysing?</b> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Energy Efficiency projects to be implemented to the operational buildings of the council to achieve the target set at the Greener City Action plan and meet the carbon emissions reduction target by 2019.</p> <p>Amey has conducted a total of 30 energy surveys to WCC's operational properties that covered 99.63% of Council's operational carbon emissions. Energy reduction projects have been identified from these surveys to reduce the carbon footprint and ensure compliance with the Greener City Action Plan requirements.</p> <p>The delivery of this proposal will be assigned to Corporate Property's term contractors Amey. A Guarantee savings scheme has been developed to ensure the delivery of the savings. A M&amp;V (Measurement and Verification) plan will be agreed with Amey and Corporate Property's Energy Manager.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(viii) Full Name: Guy Slocombe</p> <p>(ii) Position: Director of Property Income and Estates</p> <p>(iii) Unit: Corporate Property</p> <p>(iii) Contact Details: 0207 641 5465</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
<b>Version number and date of update</b>
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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 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	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X <input type="checkbox"/>	<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"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X <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	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	X <input type="checkbox"/>	<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"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b> X <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.		<b>Significant</b> <input type="checkbox"/> Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				
No impact to service provision except for minor disruption during installation.				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p><b>1. Setting the standard</b> – as a responsible body with a leadership role the City Council seeks to set an example for others to follow or seeks to show it is doing its share. This has particularly been the case in the area of environmental sustainability. The City Council has set out to ensure that it’s estate meets a minimum EPC rating of “E”. Currently minimum EPC rating are only relevant to properties that we let out. <i>This fall’s under Civic Leadership and Responsibility relating to improving the Council’s energy efficiency and so by doing contributing towards Medium Term Plan Savings by reducing the use of energy. Improving the energy efficiency of the corporate portfolio is one of the nine priorities set in the Greener City Action Plan specifically “Delivering affordable, secure and sustainable energy”. The Council has committed that by 2019 “there will be no City Council investment or operational properties that fall below an Energy Performance Certificate of “E” rating”.</i></p> <p><b>2.</b> Corporate Property has set a carbon emissions reduction target of 20% by 2019 on all of the Corporate property operational buildings measured against the 2014/15 baseline emissions.</p>

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

**2.2** Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? *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.*

*If yes, provide details.*

**2.3** Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? *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.*

*If yes, provide details.*

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <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><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td> </td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 160</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>1.65 Other PPC Savings</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Review of spending on all supplies and services procured by PPC to identify £50k of efficiencies.</p>
Details of the lead person completing the screening/EIA
<ul style="list-style-type: none"> <li>(i) Full Name: Ezra Wallace</li> <li>(ii) Position: Head of Corporate Strategy</li> <li>(iii) Unit: PPC</li> <li>(iv) Contact Details: ewallace@westminster.gov.uk</li> </ul>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
17 Aug 2017
Version number and date of update
<b>V1 – 17.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The saving is being made from identifying efficiencies within existing services and supplies procured by PPC. This is not expected to result in any changes to service levels.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No</i>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No, not relevant</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>No consultation required</i>

<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Not relevant</i>





4.3	Please document the reasons for your decision

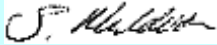
**SECTION 5: ACTION PLAN**

*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><b>5.1</b> 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><b>NB. Add any additional rows, if required.</b></p>							
Page 169	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:** ...Steve Muldoon.....

**UNIT:** City Treasurers, Commercial & Financial Management

**EMAIL & TELEPHONE EXT:** [smuldoon@westminster.gov.uk](mailto:smuldoon@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 11 August 2017

**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](mailto:Equalities@westminster.gov.uk)

Title
<b>1.66 Budget Cleanse</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Following the outcome of the Council's improved financial quality assurance processes, rigour in reviewing budgets, in preparing the accounts and thus establishing the Council's financial position and allowing for the forward impact of the emerging bi borough working, a financial saving of £6m has been identified that can be utilised as part of the MTP from 2018/19.</p> <p>Savings have been identified without impacting the delivery of services.</p>
Details of the lead person completing the screening/EIA
<p>(ix) Full Name: Jake Bacchus</p> <p>(ii) Position: Deputy Head of Corporate Finance</p> <p>(iii) Unit: City Treasurers, Corporate Finance</p> <p>(iv) Contact Details: <a href="mailto:jbacchus@westminster.gov.uk">jbacchus@westminster.gov.uk</a></p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18 Aug 2017
Version number and date of update
<b>V1 – 18.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	There will be no impact on the delivery of services.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No</i>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No, not relevant</i>



**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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>No consultation required</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Not relevant</i></p>

**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).
<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?**

<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 178</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:**



**FULL NAME:** ...Jake Bacchus.....

**UNIT:** City Treasurers, Corporate Finance

**EMAIL & TELEPHONE EXT:** [jbacchus@westminster.gov.uk](mailto:jbacchus@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 18 August 2017

**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](mailto:Equalities@westminster.gov.uk)**

This page is intentionally left blank



**Annex B - Part B**

**Equality Impact Assessments**

**Completed for all 2018/18 savings proposals within cabinet portfolio(s):**

**Business, Culture & Heritage  
Housing  
Public Protection & Licencing  
Environment, Sports & Community  
Planning & Public Realm**

## 2.7 Economy Income

Additional annual income generation targets (to meet MTP contribution requirements) to be achieved through recharging staff costs to external and alternative sources of funding.

What are you analysing?

- 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?

The Economy Team was set annual income generation targets as per the Council's Medium Term Plan. For 2016/17 the income target was £270k. This increased to £380k for 2017/18 and all subsequent years. Additionally for 2017/18 and all subsequent, the Economy Team has been asked to generate a further £200k bringing the annual total income generation target for the service up to £580k.

The Economy Team manages economic development and employment and skills programmes and projects funded by grant awards and other discretionary funding sources. The proposal is to cover staff costs and overheads wherever possible through factoring in a management fee to the externally/alternatively funded projects and programmes that we deliver.

The Economy Team's activities are somewhat reliant on the diminishing Civic Enterprise Fund (formerly LABGI funding); which has supported transformative growth projects delivering One City and City for All priorities. At the start of this financial year there was just under £2.3m remaining.

The team is proactive in maximising leverage from external and alternative funding opportunities where they align with the council's enterprise and employment priorities. A strong track record in securing and successfully managing/delivering external funding is emerging which enables the Council's own resources to go further and meet the MTP requirements. Over the past two years approximately £6.25m in external/alternative funding has been secured and the team are working on a number of applications currently.

There is a precedent for other local authorities using external and discretionary funding in this way but this is dependent on the wider situation regarding the availability of external/alternative funding sources and the acceptability of this approach with funding bodies.

In summary, the strategy being applied is concerned with income generation through successfully bidding for and securing external/alternative funding. If successful, this will deliver the Economy Team's MTP contribution targets. It is intended to benefit the Council's overall financial position and the sustainability of our service which is unable to rely on the Council's General Fund for its activities. Our 'doing pot' for the functions we deliver and services we provide are funded through the Civic Enterprise Fund and a range of external and discretionary funding sources. The vast majority of Economy Team staff are also funded through CEF funded projects and programmes or other external/discretionary funds we have secured. Relatively few posts receive core funding from the Council.



**To note:**

There is currently no impact on services, service users, communities or staff as a result of the income generation strategy outlined above. MTP contributions are being offered through income generation and not as a result of reductions in service or staffing budgets. However, the additional pressure to identify a further £200k annually is extremely challenging and if we are unable to generate the required levels of income the default is it will have to come out of the Civic Enterprise Fund reserves. We will of course do everything we can to meet our MTP obligation without drawing on the CEF as this our 'doing pot' for the functions we deliver and services we provide. The CEF is a finite resource, so this is not a sustainable position in the long term.

The main beneficiaries of the Civic Enterprise Fund specifically are local businesses. We do not collect demographic or equalities data on businesses we are not directly supporting individuals, rather companies or even broader than that, sectors, clusters etc.

**Details of the lead person completing the screening/EIA**

- (i) Full Name: David Wilkins
- (ii) Position: Business and Enterprise Programme Manager
- (iii) Unit: Economy Team
- (iv) Contact Details: [dwilkins@westminster.gov.uk](mailto:dwilkins@westminster.gov.uk) Ext: 1620

**Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)**

18<sup>th</sup> August 2017

**Version number and date of update**

V. 1.2 18<sup>th</sup> August 2017

## 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	These proposals have no direct impact on services, service users, communities or staff. Since our strategy is to secure income from external/alternative funding there is no internal impact and frontline services are not being affected.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>

**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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>

## 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).																	
	<p>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.</p> <table border="1" data-bbox="264 689 1525 1384"> <thead> <tr> <th data-bbox="264 689 746 837">Column A – Issues or barriers, things to take into account</th> <th data-bbox="746 689 1525 837">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).</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if required</i></td> <td data-bbox="746 1294 1525 1384"> </td> </tr> </tbody> </table>		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).													<i>Enter additional rows if required</i>	
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).																	
<i>Enter additional rows if required</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
	<table border="1" data-bbox="264 1594 1525 2033"> <tbody> <tr> <td data-bbox="264 1594 370 1756"><input checked="" type="checkbox"/></td> <td data-bbox="370 1594 721 1756">1. No major change (no impacts identified)</td> <td data-bbox="721 1594 1525 1756">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 &amp; foster good relations between groups.</td> </tr> <tr> <td data-bbox="264 1756 370 1832"><input type="checkbox"/></td> <td data-bbox="370 1756 721 1832">2. Adjust the policy</td> <td data-bbox="721 1756 1525 1832">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td data-bbox="264 1832 370 1953"><input type="checkbox"/></td> <td data-bbox="370 1832 721 1953">3. Continue the policy (impacts identified)</td> <td data-bbox="721 1832 1525 1953">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 data-bbox="264 1953 370 2033"><input type="checkbox"/></td> <td data-bbox="370 1953 721 2033">4. Stop and remove the policy</td> <td data-bbox="721 1953 1525 2033">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input checked="" 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 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.				
<input checked="" 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 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.																

<b>4.3</b>	<b>Please document the reasons for your decision</b>

## 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*

5.1	<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><b>NB. Add any additional rows, if required.</b></p>						
Page 190	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:**A handwritten signature in black ink that reads "Haylea Asadi". The signature is written in a cursive style with a large initial 'H'.**FULL NAME:** Haylea Asadi**UNIT:** Economy Team**EMAIL & TELEPHONE EXT:** [hasadi@westminster.gov.uk](mailto:hasadi@westminster.gov.uk) Ext: 1842**DATE (DD/MM/YYYY):** 18<sup>th</sup> August 2017

Title
<b>2.8 Place Shaping Income</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The financial benefit derived by developers from improving the area surrounding development sites is well documented. This proposal seeks to work with major developers to cover the costs and potentially increasing the range of place shaping services delivered by this authority to the benefit of all.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Ed Watson</p> <p>(ii) Position: Director of WEP</p> <p>(iii) Unit: Place Shaping</p> <p>(iv) Contact Details: 020 7641 2552</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
August 2017
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	This initiative is directed at development industry and hence is not expected to a detrimental impact on those vulnerable members of society.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



<b>4.3</b>	<b>Please document the reasons for your decision</b>



**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*

<b>5.1</b>	<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><b>NB. Add any additional rows, if required.</b></p>						
Page 199	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:** Ed Watson**FULL NAME:** Ed Watson**UNIT:** Place Shaping**EMAIL & TELEPHONE EXT:** 020 7641 2552.....**DATE (DD/MM/YYYY):**02/08/2017 .....**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 completed EIAs should be sent to: [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

## Title

**4.13 Rough Sleeping and Supported Housing**

The activity covered by this EIA relates to the assessment of the impact of reducing funding for housing related support services for rough sleepers and single homeless people through reviewing how service levels can best be delivered, competitive procurement and renegotiating contract values of existing supported housing provision to provide services more efficiently. This is the second year of this savings proposal and several of the actions to deliver the reduced spend were put in place previously.

## What are you analysing?

- 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?

The activity covered by this EIA relates to the commissioning of supported housing services for rough sleepers and other vulnerable groups including young homeless people, people with mental health problems and learning disabilities.

Supported housing services commissioned by the Council are generally those that provide 'housing related support' linked to enabling vulnerable people to maintain their independence in the community. This includes:

- 24 hour hostels for rough sleepers,
- women's refuges,
- offender services,
- sheltered housing for older people
- housing services for people with mental health problems and learning disabilities.

Thus there is a direct link between housing related support services and delivery of mainstream Adults, Children's and Housing budgets e.g. delivering targets to reduce the use of residential care placements for people with mental health problems, learning disabilities and care leavers are dependent upon high quality supported housing services that are the subject of this report

**Delivery of outcomes**

The level of acute housing related support need presented in particular by rough sleepers is unique in the country. This demand for such supported housing services in an area of acute housing shortage has required a dynamic approach to service commissioning and this is reflected in the achievements since 2003:

- Expanded choice by opening 17 new supported housing services, including two extra care housing services, a working person's accommodation service and services for people with physical disabilities and young people
- Completed 13 tender exercises for services that have expanded capacity, brought in innovation, improved service quality and performance and value for money

As part of delivering a balanced housing commissioning budget in 2018/19 c. £2m of savings will be delivered through reduced spending on supported housing services. Contracts for services are being renegotiated following reviews of service provision to provide existing provision more efficiently without impacting upon front-line service delivery in terms of the vulnerability of individuals supported or the level of service provided.

The commissioning strategy is designed to continue the approach of investing in services whilst increasing the efficiency and performance of the sector whilst meeting Council's strategic goals. For example Westminster's commitment to ending rough sleeping remains and is key to delivering the government and Mayor's target to end rough sleeping through initiatives such as 'no second night out' and increased focus on prevention of a street lifestyle. Westminster continues to support delivery of these targets and initiatives through being a key part of the 'No Nights Sleeping Rough Taskforce'. This is set out in detail in the Council's new Rough Sleeping Strategy which is included as an appendix to this EIA and was the product of extensive consultation and sets out how rough sleeping is prevented, the vulnerable supported in partnership with a wide variety of different statutory and voluntary agencies and rough sleepers assisted off the streets to find accommodation.

The approach taken in reaching decisions to re-commission services and renegotiate contract values includes the following activities:

- Value for money. Westminster's approach has developed over time and has focused on reducing highest costs of services, the building's capacity for improvements, assessing levels of support provided and the strategic relevance of services.
- The Strategic need for the service
- Information about presenting needs on each service area is gathered from a variety of primary and secondary, local and national sources, children and adult services and other official statistics. Based on this data any gaps or changes in presenting needs can be identified and these findings are used to inform future service development work in order to ensure that housing related support needs are met effectively across all the service areas.
- Quality Assessment Framework (QAF) and our new Outcomes Framework audit tool: Self assessments are completed by many service providers across five objectives which covers, assessment and support planning, health & safety, Equality & fair access, Safeguarding and protection from abuse and client involvement and empowerment. QAF scores are validated and these should be at least level 'B' with action plans for each service to attain 'A'.

#### Details of the lead person completing the screening/EIA

- (i) Full Name Jennifer Travassos
- (ii) Position – Head of Prevention
- (iii) Department: Housing and Regeneration
- (iv) Contact Details [jtravassos@westminster.gov.uk](mailto:jtravassos@westminster.gov.uk)

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

#### Version number and date of update

Version 2 – 09 August 2017

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<b>X</b>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>A wide range of housing related support services will continue to be available for all the range of protected groups, there will be no reduction in service availability for vulnerable groups and services will be provided more efficiently.</p> <p>Where services are being decommissioned (e.g. Rough Sleeper’s Day Centres) a robust assessment of the organisations’ ability to draw in additional funding has been assessed and officers are confident that the service will continue to operate the same service without the Council’s funding. Similarly the competitive tendering of young person’s and rough sleeping services, the changes in the way that some mental health supported housing services are provided which will target support at those most in need and changes to some single homeless services will not lead to a reduction in capacity and all high support hostels will continue to have 24 hour cover thus maintaining the level of service</p> <p>However given the range of service provision as described in section1 officers have completed a full EIA to confirm the outcome that the management of the reduced spend will not have a significant impact on any protected group.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>3.1</b>	<p><b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>
	<p>The following section summarises the use of supported housing services by those in acute housing and support need, in particular rough sleepers, on the basis of age, support need, race etc.</p> <p>Westminster saw a total of 2767 rough sleepers in 2016/17. The number reflects a large range of demographics and ethnicities, with a proportion being from specific countries in Central and Eastern Europe. The figures below reflect demographic data from 2014/15 and are derived from GLA commissioned figure from the CHAIN database (rough sleeper database).</p>

<b>Ethnicity</b>	<b>% of WCC's rough sleeping population</b>
<i>White Other</i>	35
<i>White Irish</i>	3
<i>White British</i>	30
<i>Gypsy/Romany/Irish Traveller</i>	8
<i>Mixed: White &amp; Black Caribbean</i>	1
<i>Mixed: White &amp; Black African</i>	0
<i>Mixed: Other</i>	2
<i>Black or Black British - other</i>	2
<i>Black or Black British - Caribbean</i>	1
<i>Black or Black British - African</i>	5
<i>Asian or Asian British - Pakistani</i>	0
<i>Asian or Asian British - other</i>	1
<i>Asian or Asian British - Indian</i>	0
<i>Asian or Asian British – Bangladeshi</i>	0
<i>Arab</i>	1
<i>Chinese</i>	0
<i>Other</i>	3
<i>Refused</i>	6

Of the total people contacted on the streets, their support needs are categorised into three of the most prominent sets: drugs, alcohol and mental health.

\*please note people may identify with more than support need

<b>Support Need</b>	<b>% of people who identify area as their need</b>
<i>Alcohol</i>	37
<i>Drugs</i>	30
<i>Mental health</i>	47
<i>No alcohol, drugs or mental health support need identified</i>	25

*Over 74% of this population is transient and will move on or away from the streets after being contacted by a street outreach service.*

1074 people moved into supported housing services between January 2014 and January 2015. The table below provides a breakdown of the primary client groups of new referrals into services.

Primary Client Group	%
Older people with support needs	5%
Older people mental health	2%
Mental health problems	21%
Learning disabilities	1%
Physical or sensory disability	1%
Single homeless with support needs	20%
Alcohol misuse problems	2%
Drug misuse problems	3%
Offenders/at risk of offending	3%
Young people at risk	7%
Young people leaving care	2%
Teenage parents	1%
Rough Sleeper	13%
People at risk of domestic violence	7%
Generic/Complex needs	12%
<b>Total</b>	<b>100%</b>

**Age**

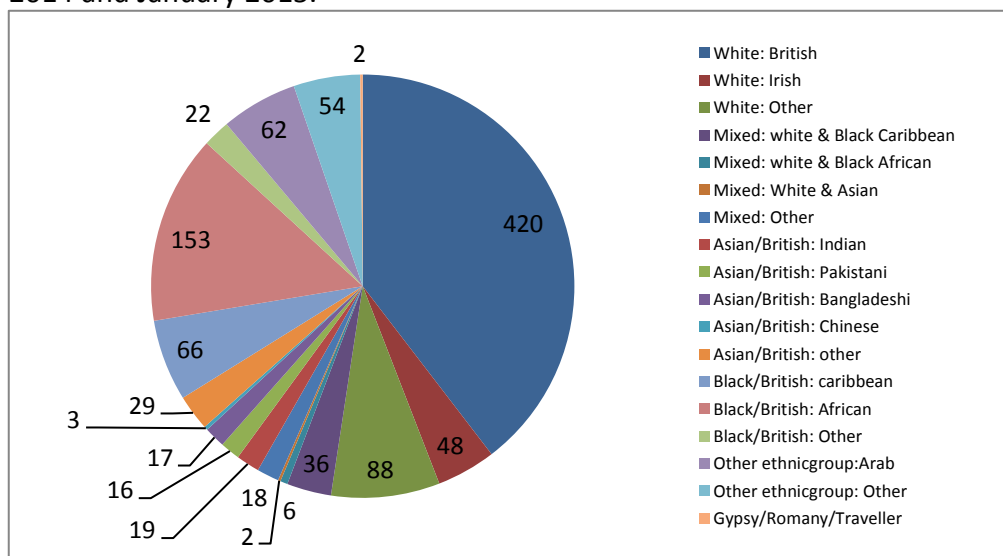
63% of residents were male, 19% were aged 16 to 24 years, 44% aged 25 to 45 years, and 31% aged 46 to 64 and 6% over aged 70.

**Disability**

30% of residents moving into services recorded having a disability.

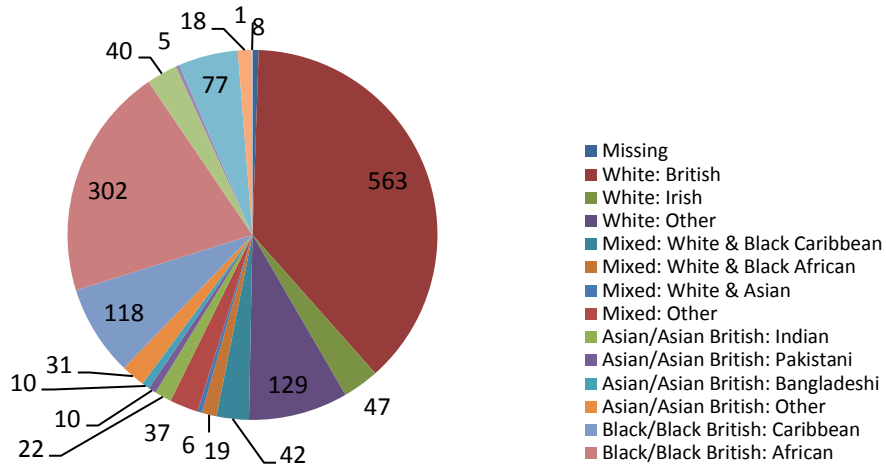
**Ethnicity**

The proportion of residents from a white ethnic background is just over 50% which is comparable to Westminster’s proportion of residents. The table below provides the ethnicity breakdown of new services users moving into supported housing schemes between January 2014 and January 2015.





**Ethnicity Breakdown of new service users between April 2010 - March 2011**



**Income**

Of the 1074 clients, 487 are actively seeking employment.

**2.2 Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?** *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.*

The breakdown above describes the groups that present with a need for rough sleeping and supported housing services and these services meet the needs of a broad range of vulnerable groups and will continue to be provided

**2.3 Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?** *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.*

No, the data for Westminster is comparable to pan-London data (although the volumes are greater within Westminster.)

### 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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>There is a wide range of service user engagement processes and quality assurance systems in place that drive the commissioning of services. For example the use of the Quality Assurance Framework (QAF.) As highlighted above QAF Self assessments are completed by all service providers across five objectives which covers, assessment and support planning, health &amp; safety, Equality &amp; fair access, Safeguarding and protection from abuse and client involvement and empowerment.</p> <p>Part of the validation of QAF assessments involves commissioners visiting services to assess the quality of front-line service delivery. This includes speaking directly with service users and their experience of support planning, knowledge of safeguarding practice, review of complaints etc.</p> <p>In particular recent reviews of young persons and rough sleeping services (in preparation for the publication of an updated rough sleeping strategy) have involved panels of current and former service users visiting services and talking directly to users to obtain feedback. The outcome of these visits is available on request but generally this practice has seen the average QAF score increase over the past 8 years and has informed commissioning decisions.</p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p>There will be no unlawful discrimination arising from the changes as it relates to proposals to reduce the total amount of spending on housing related support services in a planned way and the City Council remains committed to commissioning housing related support services for the vulnerable and as set out above has a strong track record in developing new more efficient services such as the new Passage House Assessment Centre and the service for those working in low income jobs</p> <p>Gender:</p> <ul style="list-style-type: none"> <li>▪ Alongside the rough sleeping pathway, there is a single homeless pathway model in place for vulnerable clients to access further supported accommodation within borough.</li> <li>▪ There is adequate supported provision enabling access for both genders</li> <li>▪ Appropriate advice and assistance can also being offered by the Housing Options Service regarding entitlement to housing and the options available</li> </ul>

	<p>Ethnicity:</p> <ul style="list-style-type: none"> <li>▪ The City Council closely monitors access to supported housing services to ensure that systems do not discriminate on the groups of ethnicity.</li> <li>▪ The analysis of the CHAIN database and contract monitoring of each service shows that people from a range of different ethnic groups are accessing supported housing and this will continued to be monitored to ensure this continues</li> </ul> <p>Disability:</p> <p>Generally the support needs of the residents accessing services is high but through on-going scheme monitoring we have determined that there are other schemes which are fully able to meet the needs of those who have disabilities</p>
--	---

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <p>The remodelling of services to deliver savings has been part of an ongoing programme of service reviews as highlighted in previous EIA’s and the commissioning structures in place mitigate against negative impacts from the changes being delivered.</p>	
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).
	Changes to housing related support services for the vulnerable do impact on a wide range of different vulnerable people across all protected groups. Changes to services will impact on the wider housing pathway for each group.	On-going assessment of the impact of changes to the vulnerable housing pathways is required through the existing commissioning and user involvement structures across each area.
	Ensure that the equalities data used is the most up to date available.	Ensure the 2016/17 full year CHAIN data is used to inform commissioning decisions (and to compare to previous year’s take-up of services)

<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>													
	<table border="1"> <tr> <td data-bbox="264 315 368 488"><input checked="" type="checkbox"/></td> <td data-bbox="376 315 707 488"><b>1. No major change (no impacts identified)</b></td> </tr> <tr> <td data-bbox="264 488 368 568"><input type="checkbox"/></td> <td data-bbox="376 488 707 568"><b>2. Adjust the policy</b></td> </tr> <tr> <td data-bbox="264 568 368 689"><input type="checkbox"/></td> <td data-bbox="376 568 707 689"><b>3. Continue the policy (impacts identified)</b></td> </tr> <tr> <td data-bbox="264 689 368 770"><input type="checkbox"/></td> <td data-bbox="376 689 707 770"><b>4. Stop and remove the policy</b></td> </tr> </table>	<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	<input type="checkbox"/>	<b>2. Adjust the policy</b>	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	<input type="checkbox"/>	<b>4. Stop and remove the policy</b>	<table border="1"> <tr> <td data-bbox="730 315 1530 488">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 &amp; foster good relations between groups.</td> </tr> <tr> <td data-bbox="730 488 1530 568">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td data-bbox="730 568 1530 689">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 data-bbox="730 689 1530 770">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </table>	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.	You will take steps to remove barriers or to better advance equality.	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>													
<input type="checkbox"/>	<b>2. Adjust the policy</b>													
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>													
<input type="checkbox"/>	<b>4. Stop and remove the policy</b>													
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.														
You will take steps to remove barriers or to better advance equality.														
You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.														
There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.														
<b>4.3</b>	<b>Please document the reasons for your decision</b>													
	<p>There is no unlawful discrimination, there is a commitment to improving the range and quality of service provision and the impact will be in relation to improving the efficiency of services. The City Council has a strong track record in reducing levels of resources in this area whilst maintain and improving service outcomes and delivering housing pathways for the vulnerable.</p> <p>On-going assessment and monitoring of services and needs data using existing commissioning and user involvement structures are in place across each area. Equalities and needs data will also be reviewed to inform commissioning decisions.</p>													

## 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*

5.1	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>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>  NB. Add any additional rows, if required.						
Page 211	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Ensure website information on availability of and access to supported housing service provision is up to date	All	Services are accessible	No additional resources	<b>Jennifer Travassos</b> <b>Head of Prevention</b> <a href="mailto:jtravassos@westminster.gov.uk">jtravassos@westminster.gov.uk</a>	30/11/2017	A
	Housing Commissioning teams will take into account and mitigate the possible negative impacts listed in 4.1 through the management of the different vulnerable housing pathways to ensure the needs of the vulnerable are effectively met	All	Has no negative impacts on equality groups  Has no negative impact on the numbers of rough sleepers presenting in Westminster  Has no impact on the number of homeless vulnerable people	No additional resources	<b>Jennifer Travassos</b> <b>Head of Prevention</b> <a href="mailto:jtravassos@westminster.gov.uk">jtravassos@westminster.gov.uk</a>	30/11/2017	A

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** .....

**FULL NAME:** .....

**UNIT: Housing and Regeneration**.....

**EMAIL & TELEPHONE EXT:** .....

**DATE (DD/MM/YYYY):09/08/17** .....

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>4.16 Spot purchases of housing for intermediate affordable housing</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The activity covered by this EIA relates to the purchase of 50 properties on the open market in Westminster for affordable housing use.</p> <p>The purpose of these proposals is to provide a mix of properties purchased for Temporary Accommodation use to provide homes for homeless households at affordable levels and intermediate rented homes for eligible households to be let at affordable levels.</p> <p>It is intended that those in housing need will benefit from being provided with affordable housing within the Government’s Housing benefit cap.</p> <p>This proposal will result in increasing the level of affordable housing in Westminster providing more opportunities to homeless household and help the council achieve its housing duties.</p> <p>The Council has ongoing statutory duties to homeless households.</p> <p>The provision of intermediate homes will broaden the range of affordable homes made available to household who do not qualify for social housing but are unable to afford market housing.</p>
Details of the lead person completing the screening/EIA
<ul style="list-style-type: none"> <li>(i) Full Name: Fergus Coleman</li> <li>(ii) Position: Head of Affordable and Private Sector Housing</li> <li>(iii) Unit: Growth Property and Housing (GPH)</li> <li>(iv) Contact Details: <a href="mailto:fcoleman@westminster.gov.uk">fcoleman@westminster.gov.uk</a></li> </ul>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
9 August 2017
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	This project will provide additional accommodation for homeless households and households eligible for intermediate housing that would otherwise not be available and consequently can only have a positive impact upon this client group

## **EQUALITY IMPACT ASSESSMENT**

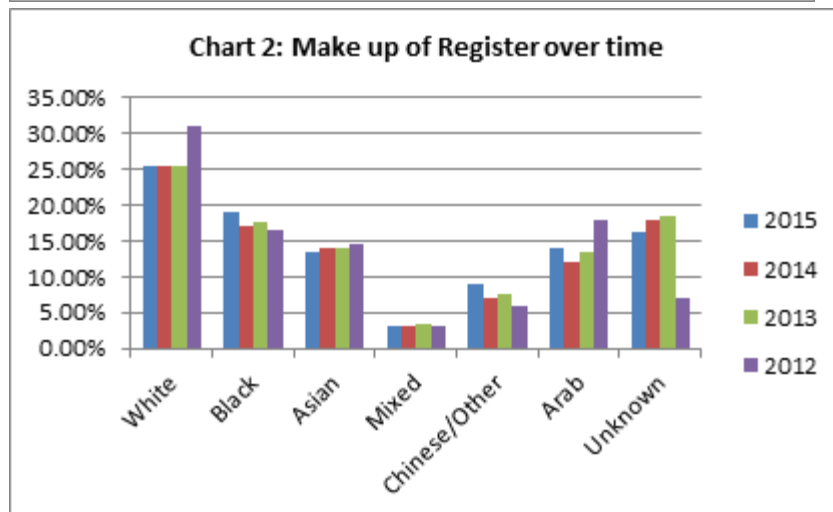
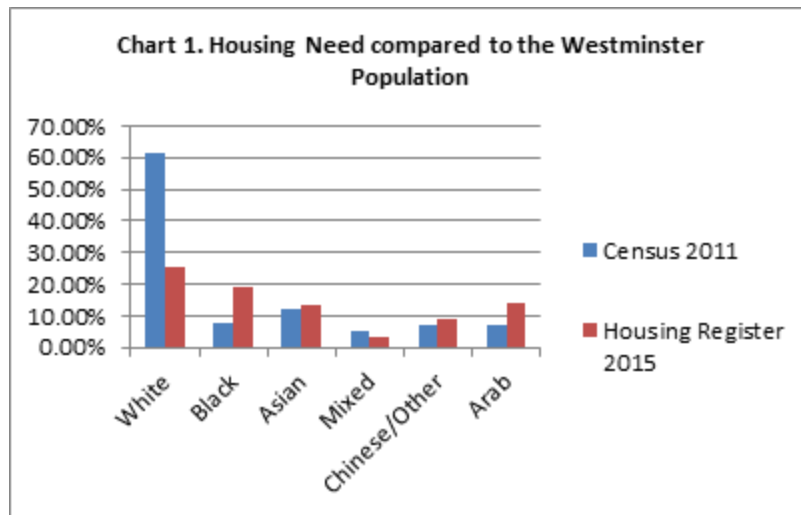
### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>															
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>															
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Age</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Disability</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Gender</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Race</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Religion or belief</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Sexual orientation</td> <td>See below for analysis of service use</td> </tr> </table>		How many people use the service currently? What is this as a % of Westminster's population?	See below for analysis of service use	Age	See below for analysis of service use	Disability	See below for analysis of service use	Gender	See below for analysis of service use	Race	See below for analysis of service use	Religion or belief	See below for analysis of service use	Sexual orientation	See below for analysis of service use
How many people use the service currently? What is this as a % of Westminster's population?	See below for analysis of service use															
Age	See below for analysis of service use															
Disability	See below for analysis of service use															
Gender	See below for analysis of service use															
Race	See below for analysis of service use															
Religion or belief	See below for analysis of service use															
Sexual orientation	See below for analysis of service use															

**Demand for housing in 2015**

Only households with priority for housing under the Allocations Scheme are **registered**, so the profile of the housing register is driven by the eligibility criteria.

As in previous years, certain ethnic groups (Black, Asian, Chinese and Arab) continued to have higher levels of housing need compared with their share of the population (see chart 1 below). White households continued to be under represented on the register in 2015 compared to their population share, making up 25% of need and 61% of the population

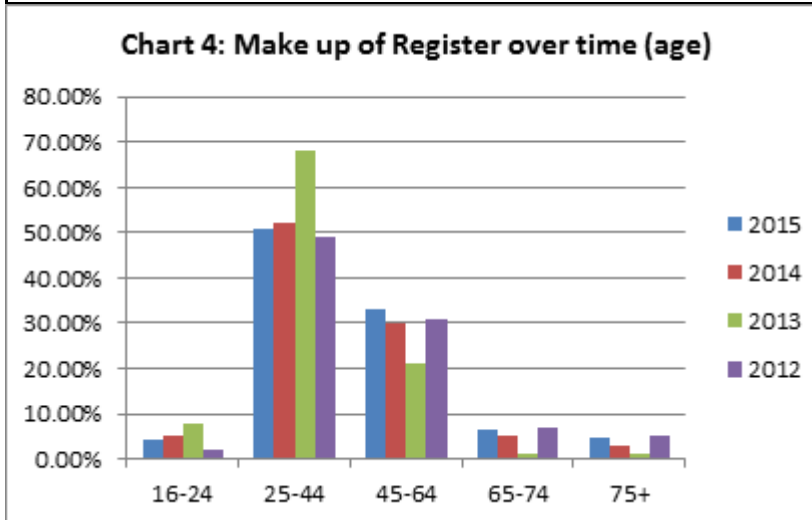
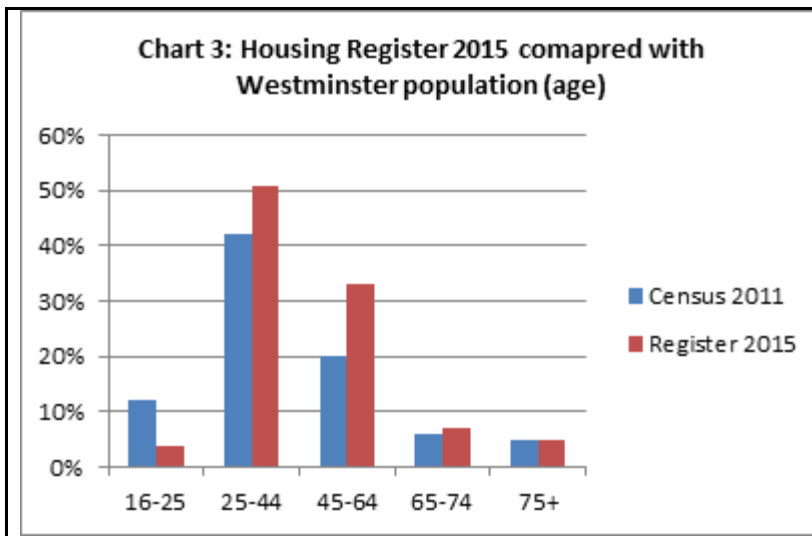


The profile of the register has changed over time – most notably the proportion of White households has fallen. In 2012 these households made up 31% of the register compared with 25% in 2015. The proportion of households with an Unknown ethnic origin rose in 2013 but has seen a gradual reduction in 2014 and 2015.

29% of applicants needed three or more bedrooms, and some ethnic groups continued to have an above average need for them i.e. 55% of Asian and 52% of Arab households needed larger homes.

A higher proportion of women (66%) were lead applicants on the housing register compared with their 49% share of the population.

The 25-44 age group continued to make up the biggest share (51%) of the housing register in 2015, albeit at a slightly lower proportion than in 2014 when they made up 54%. They also make up the largest group in the Westminster population at 42%. Older people (65 and over) are slightly under represented making up 11.5% of the register and 15% of the population – although their proportion on the register has fluctuated over time as chart 4 shows.



Less than 1% of households needed a fully wheel chair adapted property which is the same as the 2006 housing needs survey estimate for the overall Westminster’s population. However there has been an increase in the number of households in TA requiring wheelchair accessible accommodation.

	<p><b>2.2 Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p>The above information in 2.1 shows that customers that will benefit from the purchase of properties are more likely to:</p> <ul style="list-style-type: none"> <li>• Be from an ethnic minority background</li> <li>• Be between the ages of 25 – 44 (the age group more likely to have children)</li> <li>• Have children</li> <li>• Be single parents</li> <li>• Have a mental health issue</li> <li>• Have low incomes</li> </ul>
	<p><b>2.3 Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>The analysis in 2.1</i> shows that customers that will benefit from the purchase of properties are less likely to:</p> <ul style="list-style-type: none"> <li>• Be younger people</li> <li>• Be people from a White ethnic background</li> </ul>

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>No</i>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>As above</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>N/A</i>

<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>														
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"></td> <td></td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			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).							<i>Enter additional rows if require</i>			
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).													
<i>Enter additional rows if require</i>														
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 10%; text-align: center; vertical-align: top;"><input checked="" type="checkbox"/></td> <td style="width: 35%; background-color: #FFFF00; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.												
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.												
<b>4.3</b>	<b>Please document the reasons for your decision</b>													

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 222</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** Barbara Brownlee

**FULL NAME:** Barbara Brownlee

**UNIT:** GPH – Housing and Regeneration

**EMAIL & TELEPHONE EXT:** 02076415949

**DATE :** 09/08/17

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>4.17 City West Homes – Property Fee Income</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>CityWest Residential (CWR) is the Estate Agency business unit within City West Homes. It undertakes the disposal of WCC housing stock at an agreed rate of 2%, below market leader (Foxtons 3%). This is an improved service to other Agencies, and operates in a niche market (ex-council stock) that brings particular challenges. It makes a general fund contribution from the 'surplus'. If Westminster adjusts either the rate, or number of disposals made, CWR could return a greater contribution.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Martin Edgerton</p> <p>(ii) Position: City West Homes</p> <p>(iii) Unit: City West Homes</p> <p>(iv) Contact Details: 0207 245 2022</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
August 2018
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	It is not expected that this proposals will have any impact on those vulnerable members of society.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 45%; background-color: #F4C08E; padding: 5px;"><b>Column A – Issues or barriers, things to take into account</b></th> <th style="width: 55%; background-color: #F4C08E; padding: 5px;"><b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td> </td> </tr> </tbody> </table>			<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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





**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** Martin Edgerton

**FULL NAME:** Martin Edgerton

**UNIT:** City West Homes

**EMAIL & TELEPHONE EXT:** 0207 245 2022

**DATE (DD/MM/YYYY):**09/08/2017

**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 completed EIAs should be sent to: [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

Title
<b>1.3 Digital Transformation – Further CMC Savings</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Westminster’s ambition is that customers will ‘choose digital’ as the way they transact, the services they receive will be quicker, simpler and more cost effective, resulting in an effective and efficient customer experience comparable to other online services they use.</p> <p>The ambition of the Smart council states clearly <i>“WCC want to provide the best customer experience for our residents, making it as easy as possible to access local services. We will take responsibility for dealing with problems in full the first time and working with people and families to prevent more complex issues developing.”</i></p> <p>In addition, and equally important to the organization is that this transformation delivers a more effective and efficient organisation which in parallel support our ambition to retain and attract great people.</p> <p>The ambition is to provide “digital services that are so straightforward and convenient that all those who can use them will choose to do so, whilst those who can’t are not excluded”. The programme will act as an enabler to support the service areas.</p> <p>A Smart Council will provide digital end-to-end services, processes and platforms designed to connect communities, enhance customer experience and reduce cost. Citizens, businesses and stakeholders, wherever they are and whatever the time, will be able to have their say on the issues that matter to them and do business with the council using the Internet. Services will have been digitally disrupted and transformed through user-centric design so that, for example, whether it’s applying for a license or permit, paying for pest control or parking, reporting rubbish on the street, making a planning application, planning a marriage or civil partnership, it can be done quickly and easily online.</p> <p>To create the pull across the organisation and mobilise the services to take advantage of the digital team’s capabilities, it is proposed the targets below will be held at both executive and service level and cascaded to team members and suppliers where appropriate. This set of measurements will promote the adoption across the council of the digital agenda by service area. It is recognised that not all measures are relevant to all services, but the sum of the parts should meet the outcomes.</p>
Details of the lead person completing the screening/EIA
<p>Kieran Fitsall  Head of Service Improvement &amp; Transformation  City Management &amp; Communities  kfitsall@westminster.gov.uk</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
3 <sup>rd</sup> August 2017

Version number and date of update

V1 03/08/17

## 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					

<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>						
	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;"><b>None/ Minimal</b></td> <td style="text-align: center;"><b>Significant</b></td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>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.</td> <td>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</td> </tr> </table> <p style="text-align: center;"><b>If the answer is “significant” consider doing a full EIA</b></p>	<b>None/ Minimal</b>	<b>Significant</b>	<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
<b>None/ Minimal</b>	<b>Significant</b>						
<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.						
<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>						
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>						
<b>1.4</b>	<b>How have you come to this decision?</b>						
	The projects will not disproportionately impact on groups as per responses to 1.2 and 1.3						

**EQUALITY IMPACT ASSESSMENT**  
**SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>	
	No	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>	
	No	

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>Engagement and consultation with users isn an integral part of programme plan and will be coordinated by the Digital Programme Team in conjunction with CMC.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	None

## 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.													
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).												
	None identified at this early stage													
	<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"> <tbody> <tr> <td data-bbox="268 1458 371 1632"><input checked="" type="checkbox"/></td> <td data-bbox="379 1458 707 1632">1. No major change (no impacts identified)</td> <td data-bbox="722 1458 1532 1632">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 &amp; foster good relations between groups.</td> </tr> <tr> <td data-bbox="268 1637 371 1722"><input type="checkbox"/></td> <td data-bbox="379 1637 707 1722">2. Adjust the policy</td> <td data-bbox="722 1637 1532 1722">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td data-bbox="268 1727 371 1834"><input type="checkbox"/></td> <td data-bbox="379 1727 707 1834">3. Continue the policy (impacts identified)</td> <td data-bbox="722 1727 1532 1834">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 data-bbox="268 1839 371 1946"><input type="checkbox"/></td> <td data-bbox="379 1839 707 1946">4. Stop and remove the policy</td> <td data-bbox="722 1839 1532 1946">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>	<input checked="" 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 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.	
<input checked="" 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 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.												
4.3	Please document the reasons for your decision													
	This will be kept under review as the Digital Programme progresses.													



**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 239</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:****FULL NAME:** Kieran Fitsall**UNIT:** CMC**EMAIL & TELEPHONE EXT:** [kfitsall@westminster.gov.uk](mailto:kfitsall@westminster.gov.uk)**DATE (DD/MM/YYYY):** 03/08/17**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>6.8 Public Protection and Licensing electronic process for formal consultations (licensing applications)</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p><b>Project purpose/objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Build on the success of the current digital self-service offering</li> <li>▪ Better engagement with communities by providing easier means of residents voicing their views on planning and licensing applications/policy proposals</li> <li>▪ Improve public perception of services</li> <li>▪ Reduce back office spend on stationary, printing and postage</li> <li>▪ Create back office efficiencies from digitising the management of consultation freeing up employees to do other tasks within the Council that bring additional value to the service</li> </ul> <p><b>Context :</b></p> <p>In the last 2 years The Council has undertaken a major de-cluttering programme in City Hall to improve the working environment and reduce the volume of legacy paper records, prior to moving out of the building in February 2017. This has identified further opportunities to improve back office processes and reduce printing and postage costs. The Digital Programme objectives is to introduce digital enablers to support new ways of digital/mobile working and at the same providing better customer service by making access to Council services available online 24/7 for customers to self-serve.</p> <p>E-consultation is a candidate project within the Digital Programme aiming to deliver a better way of engaging and consulting with residents by improving back office processes utilising the newly procured Microsoft Dynamics platform creating one digital front door for public consultations.</p> <p>At present, public consultations are undertaken by various Council departments as a way of communicating upcoming changes and proposals to residents and engaging them in the process of finalising change proposals. Invitations to neighbourhood consultations for two of the biggest department such as Planning and Licensing services are delivered through paper mail. Last year alone almost 364,266 letters were posted to residents costing the Council approximately £165,000.</p> <p><b>Intended beneficiary of changes :</b></p> <p>Financial benefits from stopping print and postage of letter notifications and time savings from automating the alerting and inviting to consultations to be realised by the impacted services. (Planning MPT savings £100k &amp; Licensing MTP savings £65k)  Customers benefiting from easier way of finding new applications and voicing their views.</p>

**Intended outcomes :**

- Customers signing up for email notifications alerting them of new planning and licensing applications/ planning and licensing policy changes
- Systems automatically notifying customers allowing viewing applications details/policy proposal details and inviting to comment online.
- Comments automatically saving to back office systems against appropriate case records
- Outcome of consultations automatically shared electronically with customers who made representation.

**Rational for a change:**

To support the 'Digital by default' vision the Planning and Licensing departments have undergone digital transformation to deliver more efficient and innovative way of working, provide better customer services and enable savings. This new project is an extension of previous work aiming to improve and streamline the provision of services even further to full the Council digital vision.

**Details of the lead person completing the screening/EIA**

(i) Full Name: Agata Chrapek

(ii) Position: Technology and Change Manager

(iii) Unit: Service Improvement and Transformation

(ii) Contact Details: [achrapek@westminster.gov.uk](mailto:achrapek@westminster.gov.uk)

(iii) Ext 1498

**Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)****Version number and date of update**

**Version 1 – 14/08/2017**

**Version 2 – revision to section 4.1 – 5/10/2017**

**Version 3 - 17/10/17**

## 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>Taking part in licensing and planning consultations is open to all groups with no exceptions. The council has no control over who makes representation against an application as it's up to residents/business if one wishes to voice their views or not. Anyone can make comments against an application via an online facility which has been in place for over 5 years.</p> <p>The City Council has a statutory obligation to publish details of a planning application in the press and to display a notice near the site for at least 21 days. Under Statutory Register the City Council is also obliged to publish a notice of application on the website. Outside its legal obligations the City Council introduced additional service for residents, letter notifications, which is non-statutory and is offered on a voluntary basis.</p> <p>For Licensing, there is no obligation to inform occupants of the nearby properties of any licensing application made within proximate vicinity and invite them to consultations. The legislation requires the applicant to publish the application details in the press and to display a site notice at the premises. In addition the council chooses to put up site notices on the nearest lamp posts to the premises that have made the application and send letters to premises occupiers living in the vicinity and also publish a notice of the application on its website.</p> <p>It is acknowledged that not everyone may have access to internet in order to sign up to electronic consultations (assumption made for residents over 65 years and those on low income which represent 17% and 19 % of Westminster's household holders respectively). However, ability to make a comment has been channelled through online facility for over 5 years and no complaints of any discrimination against any of the protected groups have been made.</p> <p>Statistics show that 90% of Westminster residents have access to internet and 84% use online services daily hence potential risk is marginal. Survey responses also highlighted that a primary reason for internet usage is to check electronic correspondence – 97% of internet users are using it to send and receive emails which is proposed method of notifying customers about new application made. It is also worth noting that most respondents to consultations are resident associations rather than individuals and the process of notification is already digital (via email).</p> <p>There is no data available to show whether there is a link between access to internet and income levels. However this has been factored in as a possibility.</p> <p>Statistical data for Equality and Diversity is not currently gathered as part of the consultation process therefore further breakdown is not available.</p> <p>Action Plan in section 5 includes detailed information and highlights how we are intending to reach out to communities and promote email notifications. In addition, Westminster Council provides internet facilities at all libraries across the borough therefore any residents with no access to internet at home will be able to use council's facilities if required.</p>

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<p><b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	<p>Westminster population circa 225,000 Currently residents and businesses are alerted and invited to consultation via letter notifications. The number of premises to which letters are sent depend on the location of premises under application, the scale of application or where policy changes apply (site specific). Last year circa 364,266 letters sent to residents of which circa 4-5% responded to the consultation.</p>
	<p>Age</p>	<p>17% of the households had the registered head of the house aged over 65.</p> <p>There is a potential risk that older generation would feel excluded because they may not have access to online or may not be technologically savvy to engage with the Council using online self-service.</p> <p>City Survey concluded in 2016 that 90% of Westminster residents have access to internet and vast majority (84%) use online services such as email correspondence, banking or online shopping on a daily basis. Also, internet usage in 65+ group age is slowly increasing.</p>
	<p>Disability</p>	<p>There are people within Westminster with a disability (4%) that may prevent them from being notified through the proposed consultation methods. This would include people who live in a single household with a disability which prevents them from seeing a site notice (i.e. unable to leave the house or due to visual disabilities) and are not digitally enabled. 2016 City Survey results showed that 10% of the 65+ population lived in a single household. However statistics show that in 2015, 74.6% of all people with a disability in London had used the internet. This demonstrates that people with a disability are not automatically excluded from the proposed</p>

		consultation methods. People who live in larger households and have a disability which also excludes them from utilising the consultation methods would only be excluded if all members of the household are in the same situation. There is Council-wide support for people with disabilities to access services and information. Planning e-alerts and the MyAccount can be set up for a particular property so that they are sent directly to family or friends. This enables existing support networks to assist with passing on information to those who may be affected.
	Gender	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
	Race	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
	Religion or belief	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
	Sexual orientation	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>	
	no	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>	
	no	



### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>The project team consulted Camden and Croydon Councils, where e-consultations for planning and licensing services are in place, to seek lessons learnt.</p> <p>Phasing out letter notifications and full adoption of electronic consultations will have to be agreed with the Licensing and Planning committees.</p> <p>The Project lead will seek approval from members once a digital design proposal is drawn so that a robust solution proposal can be presented to members. The project lead is advocating a phase and agile delivery including marketing/promotional activities and monitoring of subscription rate to minimise risks of low interest in e-consultation.</p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p>There is a risk that older generation would feel excluded if letter notifications are stopped as they may not have access to internet or may not be technologically savvy to engage with the Council using online self-service.</p> <p>17% of the households had the registered head of the house aged over 65.</p> <p>In addition, there is a further concern over the continuing movement of population into and out of Westminster and how both businesses and residents are kept informed of the need to register through the 'My Account' function. Whilst this does not necessarily reflect the key areas identified within the equalities assessment this will need to be addressed before this proposal is implemented.</p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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.	
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>There is a potential risk that older generation would feel excluded as they may not have access to internet or may not be technologically savvy to engage with the Council using online self-service.</p>	<ul style="list-style-type: none"> <li>• Use Library as hubs to allow residents with no access to internet to make use of Library computers and receive guidance and support from library staff where appropriate.</li> <li>• Skilled Contact centre agents helping customers with signing up process and customising preferred consultation areas.</li> <li>• Any household member can sign up for e-consultation alerts</li> </ul>
	<p>There is a potential risk that low interest in e-consultation/low adoption rate will question the investment for this digital solution and impact benefits realisation as Members may not agree to stop letter consultations.</p>	<ul style="list-style-type: none"> <li>• 30% of residents move in and out of the borough on an annual basis which creates an opportunity to promote sign up for e-consultations at the point of registering for council tax.</li> <li>• Promote e-consultations in all Council communications.</li> <li>• Monitor subscription rate to gauge uptake and target areas with low engagement with the support of community champions</li> <li>• Agree acceptable subscription rate with Members</li> <li>• Currently premises occupiers receive letter notifications. Allowing everyone to sign up to “My Account” will increase engagement with communities. For example landlords who rent out their properties. Often landlords are more interested in consultations as often licensing/planning applications may impact their property value.</li> <li>• New applications are advertised in press so that information is available to public</li> </ul>

		<ul style="list-style-type: none"> <li>• Site notices are included on premises under consultations hence visible to residents in the affected area.</li> <li>• Ensure that there is a constant marketing campaign for all groups to make sure that new residents / business within Westminster are kept informed of this new approach to consultation for planning and licensing.</li> </ul>												
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>													
	<table border="1"> <tr> <td><input checked="" 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 &amp; 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 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 checked="" 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 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.	
<input checked="" 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 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.												
<b>4.3</b>	<b>Please document the reasons for your decision</b>													
	<p>No Full EIA needed. Robust mitigation actions identified to address potential risks. Thorough analysis conducted to assess the impact and the likelihood of the risks. Camden and Croydon Councils successfully stopped paper consultations and digitised the process; both Councils were contacted and shared lessons learnt that are being used in project planning and delivery.</p>													

## 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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 250</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p>Marketing strategy and plan to promote new ways of planning, licensing and policy consultation</p>	<p>All groups</p>	<p>Raise awareness and encourage residents to sign up to automatic notifications</p>	<p>Comms support</p>	<p>Agata Chrapek SIT/CMC <a href="mailto:achrapek@westminster.gov.uk">achrapek@westminster.gov.uk</a></p>	<p>30/09/2017</p>	<p>Green</p>
	<p>Training for Contact centre agents and staff in libraries</p>	<p>Age</p>	<p>Skilled WCC workforce that can assist residents with finding out how to voice their views on new planning/licensing applications or planning/licensing policy changes and help sign up to automatic notifications</p>	<p>SIT team</p>	<p>Agata Chrapek SIT/CMC achrapek@westminster.gov.uk</p>	<p>To be scheduled in before known Go-live date</p>	<p>Green</p>

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** .....Kieran Fitsall

**FULL NAME:** .....Kieran Fitsall.....

**UNIT:** .....Service Improvement and Transformation....

**EMAIL & TELEPHONE EXT:** .....ext.....1735.....

**DATE (DD/MM/YYYY):** .....18/08/2017.....

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>6.9 Licensing pre-application advice service</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p><i>A member of the public should have a good grasp of the proposal after reading this section.</i></p> <p>To help those who wish to apply for a premises licence application (under the Licensing Act 2003) for activities such as selling alcohol and providing entertainment, the Licensing Service offer an advice service to assist with the process of making an application. The service offers pre-application in order to help applicants:</p> <ul style="list-style-type: none"> <li>• understand how council policies will be applied to the proposed application</li> <li>• identify the need for specialist input, layout design, acoustic measures, etc</li> <li>• make the application correctly and reduce unnecessary delays</li> <li>• reduce time spent applying</li> <li>• save time and money by understanding when an application is unacceptable</li> </ul> <p>This will benefit, the applicant (and their representative if they chose to employ one) and the City Council as the advice given will facilitate a process of applying for and being granted a licence.</p> <p>This service is needed as it can pre-empt potential problems with the licensing process. ‘Prevention is better than cure’. The service can also help small businesses who don’t have the resource to employ larger companies.</p>
<b>Details of the lead person completing the screening/EIA</b>
(iv) Full Name: David Hine
(ii) Position: Team Manager EH Consultation Team
(iii) Unit: Public Protection and Licensing
(iv) Contact Details: dhine@westminster.gov.uk
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
<b>Version number and date of update</b>
<b>Version 1.0 date 01.08.17</b>

## 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?				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	There is either none or minimal impact on the groups listed above.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	



2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 259</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>6.10 Charging for revisits – Food team</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>This is the introduction of a new charge to food businesses – a fee of £210 per visit.</p> <p>Food premises are first rated during a routine official control inspection in accordance with Food Standards Agency (FSA) guidance. Once inspected and rated (0-5), a business can request a revisit to reassess their standards and obtain a new and potentially higher food hygiene rating. A new version of the guidance was issued in March 2017 giving a framework to councils to charge for requested re-rating visits as these are non-statutory revisits. We introduced the FSA national scheme in 2012 and the number of revisits has been significantly high since.</p> <p>Businesses will have their request assessed first and if they are eligible, an invoice will be raised and sent to them via BT. Businesses will be given 2 weeks to pay for the re-rating inspection visit to take place within 3 months of payment.</p> <p>If payment is not made within 2 weeks, an automatic reminder is sent by BT but within 28 days so this allows an extra 2 weeks for businesses to process their payment before receiving a reminder. In case of non-payment, the re-rating inspection will not be carried out and the business will have to wait for the next statutory inspection.</p> <p>Calculation methods are purely cost recovery and based on time taken by officers to carry out the revisit including pre/post admin work.</p> <p>In 2015-16, we carried out 87 revisits. We expect this number to decrease slightly once charging becomes applicable with an estimated 60 revisits a year.</p> <p>The cost of each visit and the charging scheme process has been benchmarked against the Welsh costing and the London boroughs of Southwark, Havering, Greenwich and City of London.</p>
<b>Details of the lead person completing the screening/EIA</b>
(v) Full Name: Sue Jones
(ii) Position: Head of Commercial Services
(iii) Unit: PP&L
(iv) Contact Details: <a href="mailto:sjones@westminster.gov.uk">sjones@westminster.gov.uk</a>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
25/7/17
<b>Version number and date of update</b>
V.1

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	By assessing responses in 1.1, 1.2  There is no negative impact identified.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 746 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="746 689 1538 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if require</i></td> <td data-bbox="746 1294 1538 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 371 1749"> <input type="checkbox"/> </td> <td data-bbox="371 1592 715 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="715 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1749 371 1827"> <input type="checkbox"/> </td> <td data-bbox="371 1749 715 1827"> <b>2. Adjust the policy</b> </td> <td data-bbox="715 1749 1538 1827">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1827 371 1951"> <input type="checkbox"/> </td> <td data-bbox="371 1827 715 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="715 1827 1538 1951">           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 data-bbox="264 1951 371 2029"> <input type="checkbox"/> </td> <td data-bbox="371 1951 715 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="715 1951 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 268</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

## Title

**6.11 Better working in our neighbourhoods**

## What are you analysing?

- 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?

**1. Background**

1.1 Significant progress had been made over the last two years to improve how services are delivered through an emerging 'Area Management' model of delivery and the creation of the Public Protection and Licensing Service within City Management and Communities. The proposed changes are to further develop this model and fully design and embed an operating model across the council and with key partners to work more effectively within Westminster's neighbourhoods. The programme will deliver one of the Council's key 'Routemap to Success' programmes for 'better working within neighbourhoods' aligned to the City for All vision.

**2. Aim and vision**

2.1 The purpose of the programme is to define and implement a neighbourhood approach to develop 'a world class Westminster, where services are delivered locally and are tailored to the need of the community.'

**3. Objectives**

- To design a new operating model for the delivery of appropriate front line services to neighbourhoods.
- To implement the new operating model across the council and with partners which promotes improved neighbourhood working.
- To review current and future provision of technology to support the implementation of the new operating model.
- To save £0.9 m from the Council's budget from 18/19.

**4. Overview of proposed changes**

4.1 To implement a new operating model and a new structure that delivers services within a neighbourhood setting, creating multi-disciplinary neighbourhood teams focused on local priorities, using area-based insight to reduce risk and protect the vulnerable.

4.2 This new model will look for synergies and remove duplication in our current activities, blending appropriate roles and combining functions and disciplines to provide more efficient, accessible and effective services.

4.3 The new model will also identify and put in place a structure designed to generate additional income from delivering supplementary services and appropriate 'enforcement' activities.



4.4 The proposed changes will deliver a new service operating model and culture that aligns with the Council's 'One Front Door' vision and its principles as follows:

**People** - Are we using a multi-skilled workforce which take responsibility for dealing with issues the first time no matter what they are?

- On first contact, staff have the skills and knowledge to identify need and the pathway to appropriate services
- Relationship managers act as advocates to guide those with entrenched multiple and complex needs through the system to effect meaningful change
- Staff have sufficient autonomy to make meaningful decisions
- All engagement is delivered via a strengths based model - positive conversations at any point in the customer journey

**Processes** - Is the right service in the right place at the right time for our customers and community?

- Services are co-commissioned thematically
- Budgets are pooled to enable a thematic approach
- A 'Council view' is shared across services on thresholds and allocation of resources
- Work takes place in a location where it is done with the most efficiency

**Technology** - Are we working in our neighbourhoods, sharing information and use the latest technology to give the best possible experience to our customers?

- Data is proactively shared (within appropriate caveats)
- Technology supports effective (self and professional led) triage and advocacy
- Data is easy to transfer and reusable within the organisation

4.5 Following the design of the operating model, the proposal is to implement the model in two phases. City Management and Communities and Growth, Planning and Housing and Public Health will implement the model in the first phase and Children and Adult Services, alongside external partners, in the second phase.

4.6 It is anticipated, subject to approval, that staff consultation for the services in phase 1 will commence in mid-October 2017 with a formal 30 day consultation process.

## **5. Impact on service delivery**

5.1 The introduction of a neighbourhood delivery model will deliver increased efficiencies, enabling us to improve compliance and deliver enhanced services to our communities. However, the impact will be fully assessed following staff consultation and final organisational structures and a further Equality Impact Assessment will be produced at this point.

5.2 Potential changes to the delivery of services will continue to provide high quality services that fulfil statutory requirements with strengthened civic leadership as the concept of 'Effective Neighbourhood Working' develops.

5.3 The new delivery model will increase the services currently delivered and will result in additional enforcement activities, which is expected to have a positive effect on local communities.

5.4 This will include a focus on improved housing compliance and setting the standards for a world class City, utilising new legislative powers to bring penalties against those who are not in line with our standards for Westminster. We will repurpose roles to focus on local priorities and give additional powers to our partners to enable them to help set the standards for a world class Westminster, ensuring that our activity is aligned with the concerns from our communities.

5.5 It is expected that this will result in an increase in enforcement income, although the ultimate aim from any enforcement activity is to achieve compliance. Any changes to enforcement procedures will be subject to specific policy and procedural documentation and will be subject to their own equalities impact assessments as these are applied. We do not however envisage that these will have a detrimental effect on any particular group.

#### Details of the lead person completing the screening/EIA

(i) Full Name: Richard Barker

(ii) Position: Director of Community Services / ENW Programme director

(iii) Unit: City Management and Communities

(iv) Contact Details: rbarker@westminster.gov.uk

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

#### Version number and date of update

- v.0.3 10<sup>th</sup> August 2017

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The council is committed to retaining the current level of services under these proposals, and the changes will have substantial improvements from a customer point of view. Whilst levels of employee-led activity may change as resource is reduced, this will be carefully managed to ensure a broad quality of universal provision is maintained.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	At this emergent stage in the project, it is not possible to provide a baseline of data as the services which will be in scope have not yet been determined. This will be provided in a subsequent EIA once the programme is more evolved.
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>Formal consultation has not been required.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;"><b>Column A – Issues or barriers, things to take into account</b></th> <th style="width: 55%; padding: 5px;"><b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td> </td> </tr> </tbody> </table>			<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input checked="" type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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
	<p>As previously noted, it is not anticipated that this programme of work will result in significant changes to the services but seeks to promote more effective, efficient and accessible ways of delivering services, at a neighbourhood level.</p>





**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Richard Barker**UNIT:** City Management & Communities**EMAIL & TELEPHONE EXT:** rbarker@westminster.gov.uk**DATE (DD/MM/YYYY):** 9/8/17**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>6.12 Additional income from Waste Enforcement following an increase in the statutory fees payable</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Westminster City Council, as a Waste Enforcement Authority, has a duty placed on it by the Environmental Protection Act 1990 to manage and regulate waste. The Council is committed to maintaining a clean and safe environment for the benefit of everyone in the City. This commitment recognises our responsibility to keep the streets and local environment clear of litter, and other local environmental quality issues.</p> <p>The Council's 'City For All' strategic vision recognises that residents, visitors and businesses want clean streets, less litter, less graffiti and attractive parks and open spaces. A cleaner and safer environment helps people to feel safer and less fearful of crime, improving the quality of life for all those who live, work and visit the City. Our approach is to work with residents and businesses to ensure compliance, and this is primarily done through information and advice.</p> <p>The recent amendments have increased the offences that can be discharged by the payment of a Fixed Penalty Notice where a business or residents commit an offence under the Environmental Protection Act. The amendments also increased the amount to be paid. City Inspectors are deployed to ensure monitoring and investigations are undertaken and FPNs served where appropriate.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(vi) Full Name: Andrew Ralph</p> <p>(ii) Position: Head of West End and City Operations</p> <p>(iii) Unit: Public Protection and Licensing</p> <p>(iii) Contact Details: 0207 641 2706</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
Version number and date of update
<i>V1.0. 31 July 2017</i>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>		<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The Council has a duty placed on it by the Environmental Protection Act 1990 to manage and regulate waste. The City Inspectors discharge this duty by undertaking regular waste enforcement patrols. This has been occurring since the 90's and the process has recently undergone a complete review in order to implement the change in legislation.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>





4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 288</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)

Title	
<b>7.12 Sports and leisure savings Phase 2</b>	
What are you analysing?	
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>	
<p>This EIA seeks to assess the equality impacts concerning the sports and leisure transformation programme (phase 1 and 2) for 2018/19- 2019/20 which form part of the Council's Medium Term Plan savings.</p> <p>The key activities which form part of this transition programme include:</p> <ol style="list-style-type: none"> <li>1. The closure of the existing Jubilee Sports Centre and the opening of the new Moberly Sports Centre and</li> <li>2. The achievement of savings arising from the re-procurement of the Councils sports and leisure facility management contract, which was awarded to Sports and Leisure Management (SLM) and commenced on 1<sup>st</sup> July 2016</li> </ol> <p>Given the universal nature of the services being delivered (i.e. they are open to the whole community) and as many of the services will continue to be delivered to at least the same standard (under a specification and contract for services) by an external partner(s), <b>it is not felt that there are any impacts on people who share a protected characteristic under the Equality Act 2010.</b></p> <p>It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.</p>	
Details of the lead person completing the screening/EIA	
(i) Full Name:	Richard Barker
(ii) Position:	Director of Community Services
(iii) Unit:	Community Services (City Management and Communities)
(iii) Contact Details:	(e) <a href="mailto:rbarker@westminster.gov.uk">rbarker@westminster.gov.uk</a> (t) 020 7641 2693
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
16/8/17	
Version number and date of update	
V1	

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>The new facilities being developed through the Moberly/ Jubilee project will provide a wider range of opportunities than currently available and the range of programmes and services within and around these facilities (i.e. through specified outreach programmes) will broaden opportunities for the whole community, including protected groups.</p> <p>The new leisure management contract has been awarded and the specification for this service will ensure an increase in opportunities rather than any reductions.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>3.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>								
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>								
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">How many people use the service currently? What is this as a % of Westminster’s population?</td> <td rowspan="6" style="width: 50%; vertical-align: top;">                     The Council’s portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.   <b>Appendix 1</b> provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council’s leisure centres by gender and ethnicity.                 </td> </tr> <tr> <td>Age</td> </tr> <tr> <td>Disability</td> </tr> <tr> <td>Gender</td> </tr> <tr> <td>Race</td> </tr> <tr> <td>Religion or belief</td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster’s population?	The Council’s portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.  <b>Appendix 1</b> provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council’s leisure centres by gender and ethnicity.	Age	Disability	Gender	Race	Religion or belief	
How many people use the service currently? What is this as a % of Westminster’s population?	The Council’s portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.  <b>Appendix 1</b> provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council’s leisure centres by gender and ethnicity.								
Age									
Disability									
Gender									
Race									
Religion or belief									

	Sexual orientation	
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>	
	<p><i>If yes, provide details.</i></p> <p>Generally participation levels in Westminster are higher than the London and national average figures and participation by some equality groups (e.g. women and those from Black and Minority Ethnic backgrounds) is higher than the London average.</p>	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>	
	<p><i>If yes, provide details.</i></p> <p>Overall, and recognising the limitations of the data available, there is a reasonable representation relative to the size of the population and relative to the London wide and national comparators.</p>	

### 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	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p> <p>An extensive programme of consultation was undertaken as part of the proposals to redevelop the Moberly and Jubilee Sports Centre sites. Key consultation activities included:</p> <ul style="list-style-type: none"> <li>• engaging with local Ward Members and meeting with key resident groups</li> <li>• writing to all local residents within a 1 mile catchment of both sports centres on two occasions</li> <li>• writing to key amenity societies and community groups and asking for their feedback</li> <li>• liaising with community groups, local GPs, schools and head teachers, the youth service, the local police Chief Superintendent and the Council’s crime policy team</li> <li>• contacting all key hirers and schools and all centre members that use both centres and asking for their feedback</li> <li>• displaying information and plans on the proposals in both sports centres (letters on reception, posters advertising the consultation events)</li> <li>• holding consultation ‘drop in’ events at both centres over two days in April and two days in July</li> <li>• attending resident consultation meetings and a special meeting organised by the ‘Save Jubilee Sports Centre’ campaigners to discuss the proposals</li> <li>• communicating the proposals through media releases, a dedicated section on the Council’s website and inclusion in the Westminster Reporter</li> <li>• information signposting to the website was also in the April-September 2012 ActiveWestminster Guide, which has a circulation of 10,000 copies.</li> </ul> <p>The details regarding the consultation are available in a Cabinet Member report titled ‘a formal response to the consultation regarding proposals for a new Moberly Sports Centre’ dated 28th August 2012.</p>



3.2	<p><b>What might the potential impact on individuals or groups be?</b></p> <p><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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p> <p>Given the universal nature of the services being delivered (i.e. they are open to the whole community) and as many of the services will continue to be delivered to at least the same standard (and under a specification and contract for services) by an external partner(s), <b>it is not felt that there are any impacts on people who share a protected characteristic under the Equality Act 2010.</b></p> <p>It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.</p> <p>The overall offer for sports and leisure services will increase and improve as a result of the 2 key activities detailed in this EIA which will benefit the whole community, including protected groups.</p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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.	
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).
	Closure of Jubilee Sports Centre	<p>Having considered the permanent closure of the Jubilee Sports Centre it is not anticipated that there will be a significant negative impact on protected groups such as young people, older people and those with disabilities as the creation of a new £26m sports centre 0.6 miles away at Moberly will be larger than the two existing sports centres combined and will offer new and state of the art facilities, a variety of improved, targeted and universal programmes and a fees and charges policy which is consistent with the existing centres. In addition, as a direct result of public consultation there will be a smaller community sports facility at the Jubilee site as well as an upgrade of the pitch and a new outdoor fitness facility at nearby Queen’s Park Gardens.</p> <p>Sport England facility planning research regarding the proposals shows that the overall sports and leisure facility offer will not be detrimentally affected by the closure of the swimming pool at Jubilee (and the new Moberly will provide a better overall offer with main pool and dedicated learner pool) once complete. The Jubilee site will remain open until the new Moberly facility is complete to ensure a continuity of swimming provision for the Queens Park area.</p>
	New Moberly Sports Centre	<p>The creation of the new £26m public sports facility at Moberly will be a vast improvement on the current overall sporting offer in the most deprived part of Westminster (Queen’s Park). When looking at the impact on key groups such as young people, older people and those with disabilities it is clear that the combination of new and bigger spatial areas and facilities (ie 2 pools) will be very beneficial for these groups with the smaller teaching pool being able to accommodate targeted sessions. The new centre will be fully IFI accredited (Inclusive Fitness Initiative) and will</p>

		<p>much improve the quality of the offer for users with disabilities. There will also be dedicated disabled parking and a drop off and pick up area at the new sports centre. The development of basketball and boxing at the new centre will be important for engagement with hard to reach younger people who are normally reached via estates based programming (over 130 free hours offered across Westminster each week) and free to access activity on outdoor Multiple Use Games Areas (MUGAs) which will be enhanced by the upgrading of the facilities at nearby Queens Park Gardens.</p> <p>This is a project which the ActiveWestminster Board, Sport England and local clubs support. In addition the new centre (managed by an operator on the Council's behalf) will be able to offer a much more comprehensive programme of activities for these groups and will work with clubs and organisations through ActiveWestminster to ensure that the all Westminster residents can benefit from the improvements. It is anticipated that usage of the new facility will be significantly higher than that for the existing facilities combined.</p>
--	--	---

**4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?**

<input checked="" 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 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.

4.3	Please document the reasons for your decision
	<p>As noted earlier it is not felt that there are any impacts on people who share a protected characteristic as:</p> <ul style="list-style-type: none"> <li>• Given the universal nature of the services being delivered (ie they are open to the whole community) and as many of the services will continue to be delivered to at least the same standard (and under a specification and contract for services) by an external partner(s),</li> <li>• It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.</li> <li>• The overall offer for sports and leisure services will increase and improve as a result of the 2 key activities detailed in this EIA which will benefit the whole community, including protected groups.</li> </ul>

## 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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 299</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p>To ensure the detailed design of new facilities (including the new Moberly Centre and new community facilities on the Jubilee site) promote universal opportunities including groups with protected characteristics.</p>	<p>All groups</p>	<p>New facilities encourage access for the whole community and promote the requirements of the Equality Act 2010</p>	<p>N/A</p>	<p>Richard Barker Director of Community Services</p>	<p>2017/18</p>	<p><b>Green</b></p>
	<p>To develop a programme of activities for users with disabilities at the community sports facility at Jubilee (in addition to those at the new Moberly) to mitigate any impact of the closure of Jubilee Sports Centre</p>	<p>Residents with disabilities/ older people</p>	<p>That people in this grouping are engaged and assisted in accessing and participating in sport and leisure activities in Queen's Park</p>	<p>N/A</p>	<p>Richard Barker Director of Sports, Leisure and Wellbeing</p>	<p>2018/19</p>	<p><b>Green</b></p>

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** .....

**FULL NAME:** Richard Barker

**UNIT:** Community Services, City Management and Communities

**EMAIL & TELEPHONE EXT:** rbarker@westminster.gov.uk

**DATE (DD/MM/YYYY):** 16/8/17

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>7.15 Libraries &amp; Archives – stock efficiencies of £100,000</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<ul style="list-style-type: none"> <li>• This project will reduce the expenditure on new books and other library resources by £100,000</li> <li>• The service has already made substantial savings as part of its transformation programme which delivered £750,000 savings this financial year. Even so, Westminster remains the highest spending authority per resident for library services in England, with amongst the highest spend on library stock (books, periodicals and online databases) of any</li> <li>• The service has already reduced expenditure on stock as part of the digital programme in 2016/17, saving £275,000. The approach has been to foster and drive use of online resources in preference to print, reducing the impact of the saving by continuing to provide the same wide range of information, knowledge and literature in forms that are often cheaper to acquire, store and use. It has the added benefit of making the content more accessible – for example, comparing 24/7 access from anywhere to e-books with the traditional library model of a print book that is available from one location to a single user at a time</li> <li>• This benefits customers with better flexibility and convenience, and the service with reduced costs</li> <li>• The approach is already tried and tested in the service, and in other library services nationally</li> <li>• In addition to this contracts will be reviewed to ensure that they are best servicing the changing customer need and to ensure that we are getting best value for money from our stock contracts.</li> </ul>
Details of the lead person completing the screening/EIA
<p>(vii) Full Name: Mike Clarke</p> <p>(ii) Position: Director of Libraries &amp; Culture</p> <p>(iii) Unit: Libraries &amp; Culture</p> <p>(iii) Contact Details: x2199</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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 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 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				



	<p>There is a possibility of an impact on two groups:</p> <p><b>People on low incomes:</b> It is possible that there will be some marginal reduction in the overall range and scope of library collections because the e-lending market is not yet fully matured and not all titles are available to libraries for loan. Some publishers do not permit e-lending of their products, or place limitations on it. A shift to digital may therefore disadvantage some library users who cannot afford to purchase all the reading and information material they require and may not be able to obtain all their needs from the library because of these limitations.</p> <p><b>People in particular age groups:</b> older library users are less likely to use digital to access reading and information needs than younger age groups, so may be disadvantaged by digital channel shift if the items they require are not available in print.</p> <p>Both these impacts can be mitigated by careful purchasing to ensure the service continues to offer a good range of materials in print as well as digital. Although there will be reductions in the print items bought, there will continue to be a substantial budget for print materials – larger than most other local authority library services. Particular care will be given to ensure that it is not assumed that a digital copy alone is sufficient for all needs, and in purchasing stock most likely to appeal to elders there will continue to be a priority for printed items.</p> <p>For these reasons, the impact on these groups is likely to be negligible as experience has already shown with the previous digital savings.</p>
<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>Purchase of stock will continue to include a wide range of materials in both print and digital formats and care will be taken to mitigate the effects on the two groups identified as at risk of disadvantage. Since Westminster will remain one of the highest spending authorities for library stock in the country, it is considered that this reduction can be absorbed and quality of service maintained with monitoring to ensure that usage of library stock remains high and take up of new digital services grows.</p>

# EQUALITY IMPACT ASSESSMENT

## SECTION 2: BUILDING AN EVIDENCE BASE

**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

- 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.
- A baseline of data is [available here](#)

How many people use the service currently? What is this as a % of Westminster’s population?	
Age	
Disability	
Gender	
Race	
Religion or belief	
Sexual orientation	

**2.2** Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? *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.*

*If yes, provide details.*

<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 309</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)



Title
<b>7.16 Libraries &amp; Archives – additional commercial activity £50,000</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<ul style="list-style-type: none"> <li>• This project proposes to generate an additional £50,000 of income through extending commercial activity in libraries</li> <li>• Although the core service is free at point of use, libraries already raise income through charges levied on overdue books, and for the hire of DVDs and CDs, together with room hire and copy/print charges. However, some of these are in longterm decline due to channel shift – for example e-books cannot be overdue, so there is no income potential compared to printed items</li> <li>• Libraries need to find new and sustainable ways to generate income which will protect the core service but also be complementary to the library space, providing additional “added value” services for customers</li> <li>• Some quick wins – smallscale, easily implemented – have already been introduced eg coffee vending, Amazon lockers and it is proposed to build on these while adding some larger scale services</li> <li>• Examples include retail points of sale selling merchandise and co-working hubs for microbusinesses and start ups. The exact range and nature will depend on the varied library spaces available and suitability/ROI assessments</li> <li>• This project is necessary as an alternative to reducing library budgets and potentially reducing opening hours</li> </ul>
<p>Details of the lead person completing the screening/EIA</p>
<p>(viii) Full Name: Mike Clarke</p> <p>(ii) Position: Director of Libraries &amp; Culture</p> <p>(iii) Unit: Libraries &amp; Culture</p> <p>(iv) Contact Details: x2199</p>
<p>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></p>
<p>Version number and date of update</p>
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Introducing additional commercial activity should not disadvantage any group and will provide advantages to all of a sustainable service and more reasons to visit a library, potentially growing use. Any new services introduced will be carefully managed to make use of under-utilised space or will replace unused or outmoded facilities. This should provide a positive change for all library users and attract new users not currently engaging with library services.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

<b>4.3</b>	<b>Please document the reasons for your decision</b>

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 318</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						



**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](mailto:Equalities@westminster.gov.uk)**

Title	
<b>7.18 Leisure Additional Income</b>	
What are you analysing?	
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>	
<p>This EIA seeks to assess the equality impacts concerning proposals for additional income from the Council's leisure services which forms part of the Council's Medium Term Plan savings for 18/19.</p> <p>A differentiated and market driven approach is already in place for fees and charges for sports and leisure services and the proposal will expand opportunities to further increase charges for key high demand/ commercial activities (e.g. commercial events and commercial activities within the Outdoor Learning Unit).</p> <p>Savings will be delivered through an increase in income for direct delivered services and some contractual savings through the leisure contract. It is not anticipated that the proposal will include any FTE reductions.</p> <p>Given the universal nature of the services being delivered (i.e. they are open to the whole community), given the fees and charges structures for the service seek to promote participation for the whole community (i.e. discounts are offered for residents and concessionary groups) and as many of the services will continue to be delivered to at least the same standard (both directly and under a specification and contract for services) by an external partner, <b>it is not felt that there are any impacts on people who share a protected characteristic under the Equality Act 2010.</b></p> <p>It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.</p>	
Details of the lead person completing the screening/EIA	
(i) Full Name:	Richard Barker
(ii) Position:	Director of Community Services
(iii) Unit:	Community Services (City Management and Communities)
(iii) Contact Details:	(e) <a href="mailto:rbarker@westminster.gov.uk">rbarker@westminster.gov.uk</a> (t) 020 7641 2693
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
16/8/17	
Version number and date of update	
V1	

**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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>The new leisure management contract has been awarded and the specification for this service will ensure an increase in opportunities rather than any reductions.</p> <p>The services concerned are of a universal nature delivered (i.e. they are open to the whole community) and fees and charges structures for the service seek to promote participation for the whole community (i.e. discounts are offered for residents and concessionary groups).</p> <p>It is not anticipated that there will be a change in the quality or breadth of services provided (both directly and under a specification and contract for services) by an external partner.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>3.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>								
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>								
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td rowspan="6"> <p>The Council's portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.</p> <p><b>Appendix 1</b> provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council's leisure centres by gender and ethnicity.</p> </td> </tr> <tr> <td>Age</td> </tr> <tr> <td>Disability</td> </tr> <tr> <td>Gender</td> </tr> <tr> <td>Race</td> </tr> <tr> <td>Religion or belief</td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?	<p>The Council's portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.</p> <p><b>Appendix 1</b> provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council's leisure centres by gender and ethnicity.</p>	Age	Disability	Gender	Race	Religion or belief	
How many people use the service currently? What is this as a % of Westminster's population?	<p>The Council's portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.</p> <p><b>Appendix 1</b> provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council's leisure centres by gender and ethnicity.</p>								
Age									
Disability									
Gender									
Race									
Religion or belief									

	Sexual orientation	
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>	
	<p><i>If yes, provide details.</i></p> <p>Generally participation levels in Westminster are higher than the London and national average figures and participation by some equality groups (e.g. women and those from Black and Minority Ethnic backgrounds) is higher than the London average.</p>	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>	
	<p><i>If yes, provide details.</i></p> <p>Overall, and recognising the limitations of the data available, there is a reasonable representation relative to the size of the population and relative to the London wide and national comparators.</p>	

### 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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p> <p>As it is note anticipated that there will be a significant change to the services provided for users, there has not been any consultation undertaken for these proposals.</p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p> <p>Given the universal nature of the services being delivered (i.e. they are open to the whole community) and as many of the services will continue to be delivered to at least the same standard (and under a specification and contract for services) by an external partner(s), <b>it is not felt that there are any impacts on people who share a protected characteristic under the Equality Act 2010.</b></p> <p>It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.</p>

## 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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #F4C49E;">Column A – Issues or barriers, things to take into account</th> <th style="background-color: #F4C49E;">Column B – what changes can be made to remove or reduce barriers or negative impacts</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">N/A</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>		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	N/A									
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													
N/A														
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>													
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="background-color: yellow;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">2. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">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 style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">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> </tbody> </table>		<input checked="" 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 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.
<input checked="" 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 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.												
<b>4.3</b>	<b>Please document the reasons for your decision</b>													
	<p>As noted earlier it is not felt that there are any impacts on people who share a protected characteristic as:</p> <ul style="list-style-type: none"> <li>• Given the universal nature of the services being delivered (ie they are open to the whole community)</li> <li>• It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.</li> <li>• The overall offer for sports and leisure services will remain unchanged</li> </ul>													

## 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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 326</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p>To ensure the detailed design of new facilities (including the new Moberly Centre and new community facilities on the Jubilee site) promote universal opportunities including groups with protected characteristics.</p>	<p>All groups</p>	<p>New facilities encourage access for the whole community and promote the requirements of the Equality Act 2010</p>	<p>N/A</p>	<p>Richard Barker Director of Community Services</p>	<p>2017/18</p>	<p><b>Green</b></p>
	<p>To develop a programme of activities for users with disabilities at the community sports facility at Jubilee (in addition to those at the new Moberly) to mitigate any impact of the closure of Jubilee Sports Centre</p>	<p>Residents with disabilities/ older people</p>	<p>That people in this grouping are engaged and assisted in accessing and participating in sport and leisure activities in Queen's Park</p>	<p>N/A</p>	<p>Richard Barker Director of Sports, Leisure and Wellbeing</p>	<p>2018/19</p>	<p><b>Green</b></p>



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Richard Barker**UNIT:** Community Services, City Management and Communities**EMAIL & TELEPHONE EXT:** rbarker@westminster.gov.uk**DATE (DD/MM/YYYY):** 16/8/17**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](mailto:Equalities@westminster.gov.uk)

## Title

**7.21 CMC Controllable Spend Review**

What are you analysing?

- 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?

Following a review of current budgets against historic spend levels, a saving of £550k in controllable spend has been identified across CMC. The breakdown of the detail of these savings can be found below. All savings involve retracting budgets where there have been historic underspends, and there are no service level or staffing implications associated with any of the savings.

Saving area	Service	Sum of £000s
<b>Activities and Events</b>	Community Services	12.0
	Waste and Parks	20.0
	Public Protection and Licensing	3.0
<b>Activities and Events Total</b>		<b>35</b>
<b>Bank Charges</b>	Parking	60.9
<b>Bank Charges Total</b>		<b>60.9</b>
<b>Catering</b>	Central CMC costs	0.1
<b>Catering Total</b>		<b>0.1</b>
<b>Hired and Contracted Services</b>	Central CMC costs	20.5
	Waste and Parks	30.0
	Libraries	40.0
<b>Hired and Contracted Services Total</b>		<b>90.5</b>
<b>IT Hardware Maintenance</b>	Central CMC costs	0.3
<b>IT Hardware Maintenance Total</b>		<b>0.3</b>
<b>Legal Fees</b>	Public Protection and Licensing	120.0
<b>Legal Fees Total</b>		<b>120</b>
<b>Private contractors</b>	Waste and Parks	64.0
	Highways	35.0
<b>Private contractors Total</b>		<b>99</b>
<b>Rent</b>	Public Protection and Licensing	60.0
<b>Rent Total</b>		<b>60</b>
<b>Salaries*</b>	Community Services	20.1
<b>Salaries Total</b>		<b>20.1</b>
<b>Stationery</b>	Community Services	3.0
<b>Stationery Total</b>		<b>3</b>
<b>Telephony</b>	Central CMC costs	3.0
<b>Telephony Total</b>		<b>3.0</b>
<b>Training</b>	Community Services	2.9
	Central CMC costs	5.0
	Public Protection and Licensing	15.0
<b>Training Total</b>		<b>22.9</b>
<b>Staff expenses</b>	Community Services	8.0
<b>Staff expenses Total</b>		<b>8</b>
<b>Staff travelling expenses/car allowances</b>	Central CMC costs	0.1

	Public Protection and Licensing	20.0
<b>Staff travelling expenses/car allowances Total</b>		<b>20.1</b>
<b>Printing, publications and advertising/stationery</b>	Community Services	4.0
	Central CMC costs	3.1
<b>Printing, publications and advertising/stationery Total</b>		<b>7.1</b>
<b>Grand Total</b>		<b>550</b>
<p>*The salaries saving relates to additional residual budget identified within Community Services following the redistribution of staff from the business and performance team across the directorate. The salaries saving is not associated with any post and there are no staffing implications arising as a result of this saving.</p>		
<b>Details of the lead person completing the screening/EIA</b>		
(ix) Full Name: Catherine Murphy		
(ii) Position: Strategic Finance Manager, City Management and Communities		
(iii) Unit: City Treasurer's		
(iv) Contact Details: 0207 641 1247		
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>		
<b>Version number and date of update</b>		
V2.0 – 14/08/2017		

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	This proposal relates to non-staffing savings which will have no impact on service delivery and will not impact on any group of individuals.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"><i>Enter additional rows if require</i></td><td></td></tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																



<b>4.3</b>	<b>Please document the reasons for your decision</b>

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 336</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)

Title
<b>7.23 Voluntary Sector Support</b>
What are you analysing? <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Removal of the historic £200k from the under spend on the Voluntary Sector Budget held by PPC.</p> <p>There will be no change to service levels as a result of this. There is full provision within the remaining budget to fully fund all current and planned services funded by the Voluntary Sector Budget held by PPC.</p>
Details of the lead person completing the screening/EIA
<p>(x) Full Name: Ezra Wallace</p> <p>(ii) Position: Head of Corporate Strategy</p> <p>(iii) Unit: PPC</p> <p>(iii) Contact Details: ewallace@westminster.gov.uk</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
17 Aug 2017
Version number and date of update
<b>V1 – 17.8.17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The saving is being made from a recurring underspend on an existing budget. There will be no change to service levels as a result of this. There is full provision within the remaining budget to fully fund all current and planned services funded by the Voluntary Sector Budget held by PPC.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Not relevant
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>No, not relevant</i></p>

**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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>No consultation required</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Not relevant</i></p>





4.3	Please document the reasons for your decision

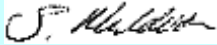
**SECTION 5: ACTION PLAN**

*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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 345</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:**



**FULL NAME:** ...Steve Muldoon.....

**UNIT:** City Treasurers, Commercial & Financial Management

**EMAIL & TELEPHONE EXT:** [smuldoon@westminster.gov.uk](mailto:smuldoon@westminster.gov.uk) x3686

**DATE (DD/MM/YYYY):** 11 August 2017

**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](mailto:Equalities@westminster.gov.uk)

Title
<b>9.8 Development Planning Income</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>As part of Governments proposals to increase the level of housing supply across the Country, financial support is being given to local authorities to ensure their planning services are able to determine applications within the required timescales. Funding from this fee increase is ring fenced to those teams determining applications but this present an opportunity for the authority. Help from Westminster finance team will be required to maximise this opportunity.</p>
Details of the lead person completing the screening/EIA
<p>(xi) Full Name: John Walker</p> <p>(ii) Position: Director of Planning</p> <p>(iii) Unit: Development Planning</p> <p>(iii) Contact Details: 020 7641 2524</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
<p>August 2018</p>
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	It is not expected that this proposals will have any impact on those vulnerable members of society.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>



### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 746 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="751 689 1538 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if require</i></td> <td data-bbox="751 1294 1538 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 371 1749"> <input type="checkbox"/> </td> <td data-bbox="376 1592 715 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1756 371 1827"> <input type="checkbox"/> </td> <td data-bbox="376 1756 715 1827"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1756 1538 1827">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1834 371 1951"> <input type="checkbox"/> </td> <td data-bbox="376 1834 715 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1834 1538 1951">           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 data-bbox="264 1957 371 2029"> <input type="checkbox"/> </td> <td data-bbox="376 1957 715 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 1957 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 354</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER	
SIGNATURE:	John Walker.....
FULL NAME:	John Walker.....
UNIT:	Development Planning .....
EMAIL & TELEPHONE EXT:	020 7641 2519.....
DATE (DD/MM/YYYY):	02/08/2017 .....

**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 completed EIAs should be sent to: [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

**Title****9.9 Electronic Consultation****What are you analysing?**

- 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?

**Project purpose/objectives:**

- Build on the success of the current digital self-service offering
- Better engagement with communities by providing easier means of residents voicing their views on planning and licensing applications/policy proposals
- Improve public perception of services
- Reduce back office spend on stationary, printing and postage
- Create back office efficiencies from digitising the management of consultation freeing up employees to do other tasks within the Council that bring additional value to the service

**Context :**

In the last 2 years The Council has undertaken a major de-cluttering programme in City Hall to improve the working environment and reduce the volume of legacy paper records, prior to moving out of the building in February 2017. This has identified further opportunities to improve back office processes and reduce printing and postage costs. The Digital Programme objectives is to introduce digital enablers to support new ways of digital/mobile working and at the same providing better customer service by making access to Council services available online 24/7 for customers to self-serve.

E-consultation is a candidate project within the Digital Programme aiming to deliver a better way of engaging and consulting with residents by improving back office processes utilising the newly procured Microsoft Dynamics platform creating one digital front door for public consultations.

At present, public consultations are undertaken by various Council departments as a way of communicating upcoming changes and proposals to residents and engaging them in the process of finalising change proposals. Invitations to neighbourhood consultations for two of the biggest department such as Planning and Licensing services are delivered through paper mail. Last year alone almost 364,266 letters were posted to residents costing the Council approximately £165,000.

**Intended beneficiary of changes :**

Financial benefits from stopping print and postage of letter notifications and time savings from automating the alerting and inviting to consultations to be realised by the impacted services. (Planning MPT savings £100k & Licensing MTP savings £65k)  
Customers benefiting from easier way of finding new applications and voicing their views.

**Intended outcomes :**

- Customers signing up for email notifications alerting them of new planning and licensing applications/ planning and licensing policy changes
- Systems automatically notifying customers allowing viewing applications details/policy proposal details and inviting to comment online.
- Comments automatically saving to back office systems against appropriate case records
- Outcome of consultations automatically shared electronically with customers who made representation.

**Rational for a change:**

To support the 'Digital by default' vision the Planning and Licensing departments have undergone digital transformation to deliver more efficient and innovative way of working, provide better customer services and enable savings. This new project is an extension of previous work aiming to improve and streamline the provision of services even further to full the Council digital vision.

**Details of the lead person completing the screening/EIA**

(xii) Full Name: Agata Chrapek

(ii) Position: Technology and Change Manager

(iii) Unit: Service Improvement and Transformation

(xiii) Contact Details: [achrapek@westminster.gov.uk](mailto:achrapek@westminster.gov.uk)

(xiv) Ext 1498

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

**Version number and date of update**

**Version 1 – 14/08/2017**

**Version 2 – revision to section 4.1 – 5/10/2017**

**Version 3 - 17/10/17**

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				



<b>1.3</b>	<b>Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>Taking part in licensing and planning consultations is open to all groups with no exceptions. The council has no control over who makes representation against an application as it's up to residents/business if one wishes to voice their views or not. Anyone can make comments against an application via an online facility which has been in place for over 5 years.</p> <p>The City Council has a statutory obligation to publish details of a planning application in the press and to display a notice near the site for at least 21 days. Under Statutory Register the City Council is also obliged to publish a notice of application on the website. Outside its legal obligations the City Council introduced additional service for residents, letter notifications, which is non-statutory and is offered on a voluntary basis.</p> <p>For Licensing, there is no obligation to inform occupants of the nearby properties of any licensing application made within proximate vicinity and invite them to consultations. The legislation requires the applicant to publish the application details in the press and to display a site notice at the premises. In addition the council chooses to put up site notices on the nearest lamp posts to the premises that have made the application and send letters to premises occupiers living in the vicinity and also publish a notice of the application on its website.</p> <p>It is acknowledged that not everyone may have access to internet in order to sign up to electronic consultations (assumption made for residents over 65 years and those on low income which represent 17% and 19 % of Westminster's household holders respectively). However, ability to make a comment has been channelled through online facility for over 5 years and no complaints of any discrimination against any of the protected groups have been made.</p> <p>Statistics show that 90% of Westminster residents have access to internet and 84% use online services daily hence potential risk is marginal. Survey responses also highlighted that a primary reason for internet usage is to check electronic correspondence – 97% of internet users are using it to send and receive emails which is proposed method of notifying customers about new application made. It is also worth noting that most respondents to consultations are resident associations rather than individuals and the process of notification is already digital (via email).</p> <p>There is no data available to show whether there is a link between access to internet and income levels. However this has been factored in as a possibility.</p> <p>Statistical data for Equality and Diversity is not currently gathered as part of the consultation process therefore further breakdown is not available.</p> <p>Action Plan in section 5 includes detailed information and highlights how we are intending to reach out to communities and promote email notifications. In addition, Westminster Council provides internet facilities at all libraries across the borough therefore any residents with no access to internet at home will be able to use council's facilities if required.</p>

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	<p>Westminster population circa 225,000 Currently residents and businesses are alerted and invited to consultation via letter notifications. The number of premises to which letters are sent depend on the location of premises under application, the scale of application or where policy changes apply (site specific). Last year circa 364,266 letters sent to residents of which circa 4-5% responded to the consultation.</p>
	<p>Age</p>	<p>17% of the households had the registered head of the house aged over 65.</p> <p>There is a potential risk that older generation would feel excluded because they may not have access to online or may not be technologically savvy to engage with the Council using online self-service.</p> <p>City Survey concluded in 2016 that 90% of Westminster residents have access to internet and vast majority (84%) use online services such as email correspondence, banking or online shopping on a daily basis. Also, internet usage in 65+ group age is slowly increasing.</p>
	<p>Disability</p>	<p>There are people within Westminster with a disability (4%) that may prevent them from being notified through the proposed consultation methods. This would include people who live in a single household with a disability which prevents them from seeing a site notice (i.e. unable to leave the house or due to visual disabilities) and are not digitally enabled. 2016 City Survey results showed that 10% of the 65+ population lived in a single household. However statistics show that in 2015, 74.6% of all people with a disability in London had used the internet. This demonstrates that people with a disability are not automatically excluded from the proposed</p>

		consultation methods. People who live in larger households and have a disability which also excludes them from utilising the consultation methods would only be excluded if all members of the household are in the same situation. There is Council-wide support for people with disabilities to access services and information. Planning e-alerts and the MyAccount can be set up for a particular property so that they are sent directly to family or friends. This enables existing support networks to assist with passing on information to those who may be affected.
	Gender	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
	Race	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
	Religion or belief	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
	Sexual orientation	This project doesn't impact anyone this particular group. Everyone can sign up to automatic notifications.
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>	
	no	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>	
	no	

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>The project team consulted Camden and Croydon Councils, where e-consultations for planning and licensing services are in place, to seek lessons learnt.</p> <p>Phasing out letter notifications and full adoption of electronic consultations will have to be agreed with the Licensing and Planning committees.</p> <p>The Project lead will seek approval from members once a digital design proposal is drawn so that a robust solution proposal can be presented to members. The project lead is advocating a phase and agile delivery including marketing/promotional activities and monitoring of subscription rate to minimise risks of low interest in e-consultation.</p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p>There is a risk that older generation would feel excluded if letter notifications are stopped as they may not have access to internet or may not be technologically savvy to engage with the Council using online self-service.</p> <p>17% of the households had the registered head of the house aged over 65.</p> <p>In addition, there is a further concern over the continuing movement of population into and out of Westminster and how both businesses and residents are kept informed of the need to register through the 'My Account' function. Whilst this does not necessarily reflect the key areas identified within the equalities assessment this will need to be addressed before this proposal is implemented.</p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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.	
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>There is a potential risk that older generation would feel excluded as they may not have access to internet or may not be technologically savvy to engage with the Council using online self-service.</p>	<ul style="list-style-type: none"> <li>• Use Library as hubs to allow residents with no access to internet to make use of Library computers and receive guidance and support from library staff where appropriate.</li> <li>• Skilled Contact centre agents helping customers with signing up process and customising preferred consultation areas.</li> <li>• Any household member can sign up for e-consultation alerts</li> </ul>
	<p>There is a potential risk that low interest in e-consultation/low adoption rate will question the investment for this digital solution and impact benefits realisation as Members may not agree to stop letter consultations.</p>	<ul style="list-style-type: none"> <li>• 30% of residents move in and out of the borough on an annual basis which creates an opportunity to promote sign up for e-consultations at the point of registering for council tax.</li> <li>• Promote e-consultations in all Council communications.</li> <li>• Monitor subscription rate to gauge uptake and target areas with low engagement with the support of community champions</li> <li>• Agree acceptable subscription rate with Members</li> <li>• Currently premises occupiers receive letter notifications. Allowing everyone to sign up to “My Account” will increase engagement with communities. For example landlords who rent out their properties. Often landlords are more interested in consultations as often licensing/planning applications may impact their property value.</li> <li>• New applications are advertised in press so that information is available to public</li> </ul>

		<ul style="list-style-type: none"> <li>• Site notices are included on premises under consultations hence visible to residents in the affected area.</li> <li>• Ensure that there is a constant marketing campaign for all groups to make sure that new residents / business within Westminster are kept informed of this new approach to consultation for planning and licensing.</li> </ul>												
<p><b>4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?</b></p>														
	<table border="1"> <tr> <td data-bbox="268 611 368 763"> <input checked="" type="checkbox"/> </td> <td data-bbox="368 611 715 763"> <p><b>1. No major change (no impacts identified)</b></p> </td> <td data-bbox="715 611 1528 763"> <p>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 &amp; foster good relations between groups.</p> </td> </tr> <tr> <td data-bbox="268 763 368 846"> <input type="checkbox"/> </td> <td data-bbox="368 763 715 846"> <p><b>2. Adjust the policy</b></p> </td> <td data-bbox="715 763 1528 846"> <p>You will take steps to remove barriers or to better advance equality.</p> </td> </tr> <tr> <td data-bbox="268 846 368 965"> <input type="checkbox"/> </td> <td data-bbox="368 846 715 965"> <p><b>3. Continue the policy (impacts identified)</b></p> </td> <td data-bbox="715 846 1528 965"> <p>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p> </td> </tr> <tr> <td data-bbox="268 965 368 1048"> <input type="checkbox"/> </td> <td data-bbox="368 965 715 1048"> <p><b>4. Stop and remove the policy</b></p> </td> <td data-bbox="715 965 1528 1048"> <p>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p> </td> </tr> </table>	<input checked="" type="checkbox"/>	<p><b>1. No major change (no impacts identified)</b></p>	<p>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 &amp; foster good relations between groups.</p>	<input type="checkbox"/>	<p><b>2. Adjust the policy</b></p>	<p>You will take steps to remove barriers or to better advance equality.</p>	<input type="checkbox"/>	<p><b>3. Continue the policy (impacts identified)</b></p>	<p>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p>	<input type="checkbox"/>	<p><b>4. Stop and remove the policy</b></p>	<p>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p>	
<input checked="" type="checkbox"/>	<p><b>1. No major change (no impacts identified)</b></p>	<p>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 &amp; foster good relations between groups.</p>												
<input type="checkbox"/>	<p><b>2. Adjust the policy</b></p>	<p>You will take steps to remove barriers or to better advance equality.</p>												
<input type="checkbox"/>	<p><b>3. Continue the policy (impacts identified)</b></p>	<p>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p>												
<input type="checkbox"/>	<p><b>4. Stop and remove the policy</b></p>	<p>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p>												
<p><b>4.3 Please document the reasons for your decision</b></p>														
	<p>No Full EIA needed. Robust mitigation actions identified to address potential risks. Thorough analysis conducted to assess the impact and the likelihood of the risks. Camden and Croydon Councils successfully stopped paper consultations and digitised the process; both Councils were contacted and shared lessons learnt that are being used in project planning and delivery.</p>													

## 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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 365</p>	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<p>Marketing strategy and plan to promote new ways of planning, licensing and policy consultation</p>	<p>All groups</p>	<p>Raise awareness and encourage residents to sign up to automatic notifications</p>	<p>Comms support</p>	<p>Agata Chrapek SIT/CMC <a href="mailto:achrapek@westminster.gov.uk">achrapek@westminster.gov.uk</a></p>	<p>30/09/2017</p>	<p>Green</p>
	<p>Training for Contact centre agents and staff in libraries</p>	<p>Age</p>	<p>Skilled WCC workforce that can assist residents with finding out how to voice their views on new planning/licensing applications or planning/licensing policy changes and help sign up to automatic notifications</p>	<p>SIT team</p>	<p>Agata Chrapek SIT/CMC achrapek@westminster.gov.uk</p>	<p>To be scheduled in before known Go-live date</p>	<p>Green</p>

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** .....Kieran Fitsall

**FULL NAME:** .....Kieran Fitsall.....

**UNIT:** .....Service Improvement and Transformation....

**EMAIL & TELEPHONE EXT:** .....ext.....1735.....

**DATE (DD/MM/YYYY):** .....18/08/2017.....

**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](mailto:Equalities@westminster.gov.uk)**



Title
<b>9.10 Planning Performance Agreements</b>
What are you analysing? <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Planning Performance Agreements (PPAs) are an agreement reached between a developer and the authority over the timescales for determining their planning applications. Normally these agreements are only used for large scale planning applications.</p> <p>Despite increasing the range of services covered by this initiative in 2016, there has been no increase in fee level charges since the introduction of PPA's in 2014. This proposal therefore aims to raise the basic charge for a Major Application from £26k to £36k.</p>
Details of the lead person completing the screening/EIA
<p>(xv) Full Name: John Walker</p> <p>(ii) Position: Director of Planning</p> <p>(iii) Unit: Development Planning</p> <p>(iii) Contact Details: 020 7641 2524</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
August 2018
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Planning have adopted this approach to handling major applications since 2014. In general developers are willing to pay for receiving certainty over the timescales in determining an application. In reality, this fee charge is minimal in the context of preparing and submitting an application.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 374</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER	
SIGNATURE:	John Walker.....
FULL NAME:	John Walker.....
UNIT:	Development Planning .....
EMAIL & TELEPHONE EXT:	020 7641 2519.....
DATE (DD/MM/YYYY):	02/08/2017 .....

**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 completed EIAs should be sent to: [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>9.11 Proceeds of Crime Act – Planning Enforcement</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>This is a new initiative using the Proceeds of Crime Act (POCA) to identify and locate proceeds gained from undertaking illegal activities e.g. illegal short term letting. Under this legislation authorities can keep up to 30% of income identified. The Planning Enforcement team have undertaken a pilot project over the past 18 months and it is felt that we could derive an income source from this activity.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: John Walker</p> <p>(ii) Position: Director of Planning</p> <p>(iii) Unit: Development Planning</p> <p>(iii) Contact Details: 020 7641 2524</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
August 2017
<b>Version number and date of update</b>
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	In undertaking the pilot on this initiative over the past 18 months little if any detrimental impact on those vulnerable members of society has been realised.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i>

<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"><i>Enter additional rows if require</i></td><td></td></tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 40%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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



**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 383</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER	
SIGNATURE:	John Walker.....
FULL NAME:	John Walker.....
UNIT:	Development Planning .....
EMAIL & TELEPHONE EXT:	020 7641 2519.....
DATE (DD/MM/YYYY):	02/08/2017 .....

**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 completed EIAs should be sent to: [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

**Annex B - Part C**

**Equality Impact Assessments**

**Completed for all 2018/18 savings proposals within cabinet portfolio(s):**

**Adult Social Services & Public Health  
Children, Families & Young People**

<b>Title of Proposal</b>	
	<p><b>ASC Commissioning Strategy Programme:</b> All proposals associated with commissioned longer term care and support services have been brought together into one overarching programme. The core aim of the programme is to deliver improved processes, better outcomes that maximise independence, more choice and personalised services. The underpinning business case is based on the aim that we can continue to improve the quality of life that customers with eligible needs have and make a moderate level of continued savings by taking this approach.</p> <p>The programme incorporates the following projects and work streams. The position on EIA considerations is set out for each.</p>
	<p><b>Promoting wellbeing, prevention, and independence to manage care package costs:</b> This is a continuing approach that is based on improving social work practice and the range and quality of targeted prevention and reablement services available to customers. The policy is consistent with the Care Act 2014 and considers diverse needs through all the key stages of assessment, support planning and annual review. Further business as usual arrangements that work to understand and managed equalities elements include the annual customer survey and service contract standards and monitoring arrangements. Savings associated with this proposal are counterbalanced by growth plans so that unavoidable market and demographic cost increases are provided for.</p>
3.3(ii)	C For these reasons this continuing proposal is not considered appropriate for full EIA
3.17	<p><b>Alternative delivery models including Commercial Trading:</b> The council is considering market opportunities for selling niche services such as the Flexible Response (LD behaviour improvement service) and increasing paid subscriptions to community alarm and response services. Further a full review of all remaining in-house services is well underway and will be considering the business case for transitioning delivery to an alternative delivery vehicle. The former aspect of this proposal is based on expansion without changing the offer to Westminster residents; it is too early to warrant further consideration of EIA for the second element.</p>
3.20	<p><b>Review care pathways and Re-Commission Key Services:</b> Work is well underway to review and improve care pathways for each ASC client group and to use this understanding to re-commission for major service areas; Learning Disabilities Accommodation and Support, MH Accommodation and Support, Extra Care Housing, and Day Care. Our procurement framework requires us to consider EIA implications of re-commissions in a proportionate way and we are differing to this work and plans for each of the noted recommissions. Savings of around 5% for each recommission are counterbalanced by growth plans so that unavoidable market and demographic cost increases are provided for.</p>
3.21	<p><b>Younger Adults- Improved transition &amp; promoting independence:</b> this is a aspect of the above noted approach set out for 3.3 (ii) and the same position applies. The Preparation for Adult Hood Project is being delivered jointly with Children's Services and is strengthening transition management work so that joint preparation begins at 14 and young people are transitioned to the most appropriate care and support arrangement as adults.</p>
3.27	<p><b>Remodel In-House Service Portfolio:</b> An in-depth value for money assessment of the council's in-house care and support service portfolio of services including day care, emergency response and LD employment services. This proposal is effectively phase one of a potential two phase initiative. The savings proposal 3.1' represents a potential phase two. The emphasis of the review is to identify any remaining efficiency savings, changes that can be made to improve the outcomes the service delivers and defining the long term market position of services. The review work will be completed in October 2017 when detailed proposals and associated EIA implications can be considered further.</p>

3.28 C	<p><b>Direct Payments as first choice:</b> This is associated with a long standing and continuing ambition to move to Direct Payments (DP's) as the first choice option for the management of Personal Budgets. Practically this means putting DPs at the front and centre of marketing, communications, and care management. Whilst a shift to DPs by default (i.e. the only offer for those considered capable of taking it) has been taken in some boroughs our approach is to continue to increase uptake by choice.</p> <p>Equalities aspects of the system are considered on an ongoing business as usual basis and we have identified mental health as a key top priority where uptake rates are significantly lower.</p>
3.29 C	<p><b>Forensic Needs &amp; payments analysis:</b> This saving is associated with continuing work to resolve several system weaknesses that lead to avoidable costs including; ensuring invoicing and payments are aligned to care and support services provided, switching off short term care packages and completing financial assessments in a timely manner and controlling new and increasing packages of care. As the work is focused on necessary process and system improvements there are no equalities implications.</p>
3.30 C	<p><b>E Market dynamic purchasing systems;</b> The Department is committed to establishing a web based portal system that enables staff and customers to navigate the market, extending choice, competition, and transparency of how costs compare. Care place was switched on in May 17 to support staff to broker placements and market options for a wider portal for customers are now being evaluated. The service offer commissioned will need to adhere to standards for e-service equitable access set out in the Care Act 2014 and will be catered for through the procurement process.</p>
3.33 C	<p><b>Review of workforce costs:</b> The main opportunities to reduce staff costs have been undertaken through major restructures of back office, commissioning and operational services since the formation of the One ASC Department in 2012. A strategic review to consider all opportunities for reducing the total staffing bill will be undertaken with an ambition to achieve a total reduction in costs of 2%-4% against the total. This focus of this work includes is around better application of existing management arrangements including:</p> <ul style="list-style-type: none"> <li>• A review of controls, pay rates and leave take-up of all interim and agency staff;</li> <li>• Opportunities for savings through improved recruitment campaigns and retention including retaining re-deployed; and</li> <li>• Extending opportunities for flexible working and work-life balance options.</li> </ul> <p>The existing savings commitment is less than 0.02% of total staff costs so detailed consideration of EIA implications is not required.</p>
3.36 C	<p><b>ASC differential charges;</b> The Council has established a programme led by Corporate Finance to introduce a range of new charging priorities that relate to differential (higher grade services) and new market opportunities for profit generation. ASC have set a minimum target contribution based on a range of potential opportunities that have been identified. We have yet to agree detailed proposals for ASC and until then defer EIA considerations to that which has been undertaken for the Corporate Programme.</p>
<p>i. <b>Full Name:</b> Mike Boyle  ii. <b>Position:</b> Interim Tri-Borough Director of Policy  iii. <b>Department:</b> ASC  iv. <b>Contact Details:</b> <a href="mailto:rachel.wigley@lbhf.gov.uk">rachel.wigley@lbhf.gov.uk</a></p>	

<b>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.</b>
There are legacy EIA's undertaken in September 2016 for some elements of the programme which have been reviewed and are wrapped up into this overarching assessment.
<b>Version number and date of update</b>
V2 17 <sup>th</sup> August 2017

## **SECTION 1: Initial screening: Do you must 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.*

<b>1.1</b>	<b>What are you analysing?</b>				
	The above noted programme				
<b>1.2</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people		x		
	Ethnic groups		x		
	Men or women (include impacts due to pregnancy/ maternity)		x		
	People or particular sexual orientation/s		x		
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment		x		
	People on low incomes		x		
	People in particular age groups		x		
	Groups with particular faiths and beliefs		x		
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		x		

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

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		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>			

<b>1.4</b>	<b>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?</b>
	<p>No <input checked="" type="checkbox"/></p> <p>The position will be reviewed for key milestones where appropriate as set out in the action plan.</p>
<b>1.5</b>	<b>How have you come to this decision?</b>
	<ul style="list-style-type: none"> <li>The overarching ambition of the programme is to improve services, choice and outcomes.</li> <li>Social work and procurement standards provide assurance that diversity and equalities aspects are being proactively managed.</li> <li>Savings levels are moderate (£8.426m) and counterbalanced by growth plans; further the latter have substantially increased following provision of new monies for 2017-2020 to sustain and support transformation of adult social care services totalling £23.48m</li> </ul>

## 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

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>
	<ul style="list-style-type: none"> <li><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></li> </ul>
	<p><b>How many people use the service currently? What is this as a % of Westminster's population?</b></p>
	<b>Disabled people</b>
	<b>Particular ethnic groups</b>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>

	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>					
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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?				
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<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.*

<b>3.1</b>	<b>Consultation Information</b>	
	<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p><b>i. Who have you consulted with?</b></p> <p><b>ii. How did you consult?</b> (<i>inc meeting dates, activity undertaken &amp; groups consulted</i>)</p>	
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b>	
	<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	<b>Generic impact (across all groups)</b>	
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientation</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>Disabled people</b>	
	<b>Particular ethnic groups</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Other excluded individuals and groups</b>	

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <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: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	No major change (no impacts identified)	<input checked="" 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	<b>Please document the reasons for your decision</b>	
	<b>Potential for detrimental impacts has been catered for in the policy and approach to implementation.</b>	
4.4	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	<b>Follow up monitoring shortly after changes and annual review process.</b>	
4.5	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	This is 3% of the total service portfolio and as noted the focus is on delivering better outcomes for a little less money. Indepth analysis works has been undertaken which has identified a level of low value services, digital opportunities and duplication in services; this provides assurance about viability of the ambition. The exact details on how savings will be achieved including any services that are to be decommissioned will be set out at the end of October 2017.	

## SECTION 5: Next Steps

5.1	<b>Action Plan</b> <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
Page 393	Review EIA at end of October 2017 when detailed for:  In house Service Reviews and ADV's  Differential Charges  Consider equalities impact implications at all key stages of the 4 major service recommissions now underway and in line with the procurement delivery plan	ALL			<a href="mailto:Martin.calleja@LBHF.gov.uk">Martin.calleja@LBHF.gov.uk</a>    Jonathan.Lillistone@lbhf.gov.uk	End Nov 17    Ongoing	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]
	<b>Risks will not be clear until detailed proposals are set out.</b>				

Page 394



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature:

Full Name: Mike Boyle, Interim Tri-Borough Director of Commissioning

Date of Completion: 17<sup>th</sup> August 2017

**WHAT NEXT?**

Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)

## Title of Proposal

**ASC Whole Systems Integration Programme:** This is an ongoing programme to bring together back office, social work services and commissioning budgets with health, housing, and other partners. The key elements of this wide ranging programme that have some committed savings associated with them are set out below. The overall aim of the programmes are to deliver a better customer experience, reduce duplication and reduce the need for expensive health and social care services associated with lost opportunities for improving or maintaining health. The programme is managed within the boroughs continuing Health and Well Being Strategy and Better Care Fund Programme and wider Sustainability and Delivery Plan. All this work is very much focused on identifying and addressing inequalities in health and wellbeing.

- 3.18 Joint commissioning with health to deliver shared demand and costs management.** This proposal supports the continued development of demand and shared costs management with health through the evolution of joint commissioning plans in key service areas. Delivery of these plans will be a further step toward a fully integrated health and social care system underpinned by an accountable care partnership. Shared priorities include reducing acute care and managing discharge pressures, mental health recovery and the timeliness of continuing health care assessments.
- 3.22 Joint Commissioning Plan, capitated budgets & accountable care partnerships:** Care systems across the country are moving to accountable care models which prioritise investment in the prevention of ill health. The approach we are taking is one where we will continue to evolve towards integration over time, rather than going for a big bang approach. It is therefore important to see the other key ASC savings proposal around shared costs management (3.18) as a building block to the successful delivery of this whole systems project.
- Detailed plans for delivery of Savings from 3.18 and 3.22 have yet to be finalised; they will be set out in the next 2017-2019 BCF Programme that is to be finalised in October 2017. At this stage the emphasis will be on; increased health funding and/or opportunities for reducing costs associated with duplication in health and social care service systems and failure demand.
- 3.31 Realising the full efficiency benefits of integrated LD & MH services;** this is a small scale saving to be achieved through a reduction of (up to 3) posts through the further integration of service practice and systems. Workforce management changes will be subject to required standards and statutory duties and do not present any further EIA considerations beyond this.
- 3.32 Integrated back office functions with PH & Health:** the original ambition of this proposal has not been matched by the readiness of health partners to integrate key services including commissioning, programme and workforce management by 2018/19. Year 1 savings will be delivered by eliminating vacant points and consolidating services across adults, children's, public health, and corporate functions through the trexit process. This work will not be finalised until the end of September as such it is not possible to gauge EIA implications at this stage.
- 3.37 Increase in iBCF Grant.** This is the increase over and above the 2017/18 allocation of the improved Better Care Fund (iBCF) grant which is to be used on a ring-fenced basis to meet adult social care needs and support the integration work between the NHS and Social Care Services. Detailed plans for the use of this funding, which is focused on sustaining social care services and further system integration are being worked up with a view to finalisation of the BCF October 2017.

<p>v. Full Name: Dylan Champion</p> <p>vi. Position: Interim Bi-Borough Head of Health Partnerships</p> <p>vii. Department: ASC</p> <p>viii. Contact Details: dylan.champion@wcc.gov.uk</p>
<p><b>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.</b></p>
<p>No</p>
<p><b>Version number and date of update</b></p>
<p>V1 17<sup>th</sup> August 2017</p>

## **SECTION 1: Initial screening: Do you must 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.*

<b>1.1 What are you analysing?</b>					
	The above noted programme				
<b>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?</b>					
		None	Positive	Negative	Not sure
	Disabled people		x		
	Ethnic groups		x		
	Men or women (include impacts due to pregnancy/ maternity)		x		
	People or particular sexual orientation/s		x		
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment		x		
	People on low incomes		x		
	People in particular age groups		x		
	Groups with particular faiths and beliefs		x		
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		x		

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

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		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>			

<b>1.4</b>	<b>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?</b>
	No <input checked="" type="checkbox"/>  The position will be reviewed for key milestones where appropriate as set out in the action plan.
<b>1.5</b>	<b>How have you come to this decision?</b>
	<ul style="list-style-type: none"> <li>• The overarching ambition of the programme is to improve services, choice and outcomes.</li> <li>• Social work and procurement standards provide assurance that diversity and equalities aspects are being proactively managed.</li> <li>• Savings levels are moderate (£1.94m over the two years 2017 – 2020) and counterbalanced by growth plans; further the latter have substantially increased following provision of new monies for 2017-2020 to sustain and support transformation of adult social care services totalling £23.48m</li> </ul>

## 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

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>								
	<ul style="list-style-type: none"> <li>• <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></li> </ul>								
	<table border="1"> <tr> <td><b>How many people use the service currently? What is this as a % of Westminster's population?</b></td> <td></td> </tr> <tr> <td><b>Disabled people</b></td> <td></td> </tr> <tr> <td><b>Particular ethnic groups</b></td> <td></td> </tr> <tr> <td><b>Men or women (include impacts due to pregnancy/maternity)</b></td> <td></td> </tr> </table>	<b>How many people use the service currently? What is this as a % of Westminster's population?</b>		<b>Disabled people</b>		<b>Particular ethnic groups</b>		<b>Men or women (include impacts due to pregnancy/maternity)</b>	
<b>How many people use the service currently? What is this as a % of Westminster's population?</b>									
<b>Disabled people</b>									
<b>Particular ethnic groups</b>									
<b>Men or women (include impacts due to pregnancy/maternity)</b>									



	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

<b>2.2 Summary (to be completed following analysis of the evidence above)</b>					
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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?				
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People on low incomes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People in particular age groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Groups with particular faiths and beliefs</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think this proposal may affect negatively or positively?</b>	<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.*

<b>3.1</b>	<b>Consultation Information</b>	
	<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p><b>iii. Who have you consulted with?</b></p> <p><b>iv. How did you consult?</b> (<i>inc meeting dates, activity undertaken &amp; groups consulted</i>)</p>	
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b>	
	<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	<b>Generic impact (across all groups)</b>	
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientation</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>Disabled people</b>	
	<b>Particular ethnic groups</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Other excluded individuals and groups</b>	

## 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?

<b>4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <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: [Dissatisfaction and/or anxiety associated with managing change and transition]	
Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
Impact 4: [Insert impact here]	
Impact 5: [Insert impact here]	

<b>4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
No major change (no impacts identified)	<input checked="" 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**

Potential for detrimental impacts has been catered for in the policy and approach to implementation.

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

Follow up monitoring shortly after changes and annual review process.

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

This is 3% of the total service portfolio and as noted the focus is on delivering better outcomes for a little less money. In depth analysis works has been undertaken which has identified a level of low value services, digital opportunities and duplication in services; this provides assurance about viability of the ambition. The exact details on how savings will be achieved including any services that are to be decommissioned will be set out at the end of October 2017.

**SECTION 5: Next Steps**

<b>5.1</b>	<b>Action Plan</b> <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
Page 402	Review EIA at end of October 2017 when the BCF Programme and complete detail on proposals is finalised.	ALL			dylan.champion@LBHF.gov.ui	End Nov 17	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]
	<b>Risks will not be clear until detailed proposals are set out.</b>				



Page 403

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature:

Full Name: Dylan Champion

Date of Completion: 17<sup>th</sup> August 2017

**WHAT NEXT?**

**Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)**

Title of Proposal	
ASC Front Door and Demand Management Programme which incorporates the following proposals;	
<b>3.25</b>	<b>Integrated front door with Health &amp; digital by default</b>
<b>3.26</b>	<b>Asset Based Commissioning of prevention services</b>
ix.	Full Name:
x.	Position: Tri-Borough Deputy Executive Director & Director of Finance and Resources
xi.	Department: ASC
xii.	Contact Details: rachel.wigley@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.	
No	
Version number and date of update	
V2 17 <sup>th</sup> August 2017	

### SECTION 1: Initial screening: Do you must 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?				
	ASC's <b>Front Door and Demand Management</b> programme was established in July 2016 to Join up and digitalise services and integrate commissioning budgets for front door and prevention services. It has a remit to deliver more for less. The combined front door and digital service portfolio, including funding contributions from Housing, Health, Public Health, and CCG is over £7.9m. Savings of £230k have been committed which will be delivered through a combination of digital development, re-commissioning and contract management.				
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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	part of a process of gender reassignment				
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

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

<b>1.3</b> What do you think that the overall <b>NEGATIVE</b> 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.	<b>None / Minimal</b>	<b>Significant</b>
	x	<input type="checkbox"/>

<b>1.4</b> 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?	No <input checked="" type="checkbox"/> is to be de-comissioned of downsized. of downsized. of downsized. of downsized. of downsized. of downsized. of downsized.
<b>1.5</b> How have you come to this decision?	



## 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

2.1	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>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.</li> </ul>	
	<b>How many people use the service currently? What is this as a % of Westminster's population?</b>	
	<b>Disabled people</b>	
	<b>Particular ethnic groups</b>	
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	
	<b>People of particular sexual orientations</b>	
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>	
	<b>People on low incomes</b>	
	<b>People in particular age groups</b>	
	<b>Groups with particular faiths and beliefs</b>	
	<b>Any other groups who may be affected by the proposal?</b>	

2.2	<b>Summary (to be completed following analysis of the evidence above)</b>				
	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?	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	<b>Disabled people</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Particular ethnic groups</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>People of particular sexual orientations</b>	<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.*

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p><b>v. Who have you consulted with?</b></p> <p><b>vi. How did you consult?</b> (<i>inc meeting dates, activity undertaken &amp; groups consulted</i>)</p>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<b>Generic impact (across all groups)</b>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>
	<b>People of particular sexual orientation</b>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>
	<b>Disabled people</b>
	<b>Particular ethnic groups</b>
	<b>People on low incomes</b>
	<b>People in particular age groups</b>
	<b>Groups with particular faiths and beliefs</b>
	<b>Other excluded individuals and groups</b>

## 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?

<b>4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <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: [Dissatisfaction and/or anxiety associated with managing change and transition]	
Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
Impact 4: [Insert impact here]	
Impact 5: [Insert impact here]	

<b>4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
No major change (no impacts identified)	<input checked="" type="checkbox"/>
Adjust the policy	<input type="checkbox"/>
Continue the policy (impacts identified)	<input type="checkbox"/>
Stop and remove the policy	<input type="checkbox"/>
<b>4.3 Please document the reasons for your decision</b>	
Potential for detrimental impacts has been catered for in the policy and approach to implementation.	
<b>4.4 How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
Follow up monitoring shortly after changes and annual review process.	
<b>4.5 Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
This is 3% of the total service portfolio and as noted the focus is on delivering better outcomes for a little less money. Indepth analysis works has been undertaken which has identified a level of low value services, digital opportunities and duplication in services; this provides assurance about viability of the ambition. The exact details on how savings will be achieved including any services that are to be decommissioned will be set out at the end of October 2017.	

## SECTION 5: Next Steps

5.1	<b>Action Plan</b> <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
	Review EIA at end of October 2017 when detailed proposals for change are advised by commissioning.	ALL			Steven.Falvey@lbhf.gov.uk	End Nov 17	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]
	<b>Risks will not be clear until detailed proposals are set out.</b>				

Page 414



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature:

Full Name: Sue Redmond, Interim **Tri-Borough Executive Director**

Date of Completion: 17<sup>th</sup> August 2017

**WHAT NEXT?**

Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)

<b>Title of Proposal</b>
<b>3.35 ASC Levy – Continuation for Charging ASC Council Tax Precept</b>
Adult Social Care Westminster Savings Proposals; Line by line review of all supplies and services (LD) – ref 3.15
<p>xiii. <b>Full Name:</b> Rachel Wigley</p> <p>xiv. <b>Position:</b> Tri-Borough Deputy Executive Director &amp; Director of Finance and Resources</p> <p>xv. <b>Department:</b> ASC</p> <p>xvi. <b>Contact Details:</b> rachel.wigley@lbhf.gov.uk</p>
<b>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.</b>
Yes - 29 <sup>th</sup> September 2016
<b>Version number and date of update</b>
V2 17 <sup>th</sup> August 2017

### **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.*

<b>1.1</b>	<b>What are you analysing?</b>				
	<p>Continued discretionary charging for council tax charge 'the adult social care precept' from 2017/18 which is to be used on a ringfenced basis to support delivery of adult social care services. The Secretary of State for Communities and Local Government made an offer to adult social care authorities. The offer is the option of an adult social care authority being able to charge a "precept" of up to 2% on its council tax for the financial year beginning in 2016 without holding a referendum, to assist the authority in meeting expenditure on adult social care. Subject to the annual approval of the House of Commons, the Secretary of State intends to offer the option of charging the "precept" in relation to each financial year up to and including the financial year 2019-20. WCC has chosen to apply the precept from 2017/18.</p> <p>The precept charges are so marginal to the full Council Tax Bills EIA consideration should be wrapped up within the wider management of affordability, recovery and access to information for Council Tax Charges.</p>				
<b>1.2</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

<b>1.3</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		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>			

<b>1.4</b>	<b>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?</b>
	No <input checked="" type="checkbox"/>
<b>1.5</b>	<b>How have you come to this decision?</b>
	The additional charge has been introduced equitably to all Council Tax payers and within the wider existing system for charging based on income and ability to pay. Further the charge is limited to 2% of Council Tax charges.



## 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

2.1	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>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.</li> </ul>	
	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	<b>Summary (to be completed following analysis of the evidence above)</b>				
	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?	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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"/>

### 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.*

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p><b>vii. Who have you consulted with?</b></p> <p><b>viii. How did you consult?</b> (<i>inc meeting dates, activity undertaken &amp; groups consulted</i>)</p>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<b>Generic impact (across all groups)</b>
	<b>Men or women (include impacts due to pregnancy/maternity)</b>
	<b>People of particular sexual orientation</b>
	<b>People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</b>
	<b>Disabled people</b>
	<b>Particular ethnic groups</b>
	<b>People on low incomes</b>
	<b>People in particular age groups</b>

	<b>Groups with particular faiths and beliefs</b>	
	<b>Other excluded individuals and groups</b>	

#### **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?*

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> <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>	
	<b>Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]</b>	
	<b>Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]</b>	
	<b>Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]</b>	
	<b>Impact 4: [Insert impact here]</b>	
	<b>Impact 5: [Insert impact here]</b>	

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

<b>4.3</b>	<b>Please document the reasons for your decision</b>	
	<b>Potential for detrimental impacts has been catered for in the policy and approach to implementation.</b>	
<b>4.4</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	Follow up monitoring shortly after changes and annual review process.	
<b>4.5</b>	<b>Conclusion</b> <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	The precept charges are so marginal to the full Council Tax Bills EIA consideration should be wrapped up within the wider management of affordability, recovery and access to information for Council Tax Charges.	

**SECTION 5: Next Steps**

<b>5.1</b>	<b>Action Plan</b> <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

### 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]

Page 419



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

Signature:

Full Name: Rachel Wigley, **Tri-Borough Deputy Executive Director & Director of Finance and Resources**

Date of Completion: 18<sup>th</sup> August 2017

**WHAT NEXT?**

Please email your completed EIA to the Equalities Lead: [equalities@westminster.gov.uk](mailto:equalities@westminster.gov.uk)

Title																																							
<b>3.38 Public Health Contract Savings</b>																																							
What are you analysing?																																							
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>																																							
<p>The commissioning budget for Public Health in 2018/19 shows a reduction in cost, which was factored in at the procurement stage and reflects our need for suppliers to continually seek efficiencies without affecting the service to residents.</p> <p>The savings between 17/18 and 18/19 are part of the long-term financial management of Public Health and will ensure that the service continues to deliver excellent services whilst addressing the environment of reducing income.</p> <p>The savings arise from previously agreed payment and performance standards which request an annual saving attributable to efficiencies. In addition, large contracts commenced in Sexual Health in 2017/18, so any set-up costs will be discontinued into 2018/19 and so realising a saving.</p> <p>A table of the areas in which savings have been gained is as follows:</p>																																							
<table border="1"> <thead> <tr> <th>Commissioned Services</th> <th>2017/18 Budget £m</th> <th>Contract / Grant Savings £m</th> <th>2018/19 Budget £m</th> </tr> </thead> <tbody> <tr> <td>Substance Misuse</td> <td>7.532</td> <td>(1.880)</td> <td>5.653</td> </tr> <tr> <td>Sexual Health</td> <td>6.966</td> <td>(0.981)</td> <td>5.986</td> </tr> <tr> <td>Behaviour Change</td> <td>2.699</td> <td>(0.651)</td> <td>2.048</td> </tr> <tr> <td>Family and Children</td> <td>8.569</td> <td>(1.930)</td> <td>6.640</td> </tr> <tr> <td>Intelligence and Social Determinants</td> <td>0.102</td> <td>(0.052)</td> <td>0.050</td> </tr> <tr> <td><b>Directorate Managed Contracts</b></td> <td><b>25.870</b></td> <td><b>(5.493)</b></td> <td><b>20.377</b></td> </tr> <tr> <td>Public Health Investment Fund</td> <td>9.041</td> <td>0.009</td> <td>9.050</td> </tr> <tr> <td><b>Total Commissioned Budgets</b></td> <td><b>34.910</b></td> <td><b>(5.484)</b></td> <td><b>29.426</b></td> </tr> </tbody> </table>				Commissioned Services	2017/18 Budget £m	Contract / Grant Savings £m	2018/19 Budget £m	Substance Misuse	7.532	(1.880)	5.653	Sexual Health	6.966	(0.981)	5.986	Behaviour Change	2.699	(0.651)	2.048	Family and Children	8.569	(1.930)	6.640	Intelligence and Social Determinants	0.102	(0.052)	0.050	<b>Directorate Managed Contracts</b>	<b>25.870</b>	<b>(5.493)</b>	<b>20.377</b>	Public Health Investment Fund	9.041	0.009	9.050	<b>Total Commissioned Budgets</b>	<b>34.910</b>	<b>(5.484)</b>	<b>29.426</b>
Commissioned Services	2017/18 Budget £m	Contract / Grant Savings £m	2018/19 Budget £m																																				
Substance Misuse	7.532	(1.880)	5.653																																				
Sexual Health	6.966	(0.981)	5.986																																				
Behaviour Change	2.699	(0.651)	2.048																																				
Family and Children	8.569	(1.930)	6.640																																				
Intelligence and Social Determinants	0.102	(0.052)	0.050																																				
<b>Directorate Managed Contracts</b>	<b>25.870</b>	<b>(5.493)</b>	<b>20.377</b>																																				
Public Health Investment Fund	9.041	0.009	9.050																																				
<b>Total Commissioned Budgets</b>	<b>34.910</b>	<b>(5.484)</b>	<b>29.426</b>																																				
Details of the lead person completing the screening/EIA																																							
<p>(i) Full Name: John Forde  (ii) Position: Deputy Director of Public Health  (iii) Unit: Public Health  (iii) Contact Details: <a href="mailto:jforde@westminster.gov.uk">jforde@westminster.gov.uk</a></p>																																							
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>																																							
10 <sup>th</sup> October 2017																																							
Version number and date of update																																							
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	There are no negative or unclear equalities implications arising from the savings.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 40%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 428</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)

Title
<p><b>8.1A Specialist Intervention - Perfect Pathways</b></p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>In 2017 Children’s Commissioning launched The Perfect Pathways project, a system wide review of services for children with SEND which would take a completely new look at the way in which Westminster City Council provided targeted support for children with special educational needs and disabilities from the age of 0-25, specifically focussing on:</p> <ul style="list-style-type: none"> <li>• Short Breaks for Children with Disabilities</li> <li>• SEN Outreach</li> <li>• Early Years provision</li> <li>• Information, advice, and consultation</li> </ul> <p>The overarching aim of the project has been to develop an improved system for providing targeted support for Children with Special Educational Needs and Disabilities in Westminster. We want efficient and effective services which provide the best value and experience for children and families.</p> <p>Following a successful bid based on our desire to provide this improved targeted support for Children with Special Educational Needs and Disabilities, the project has benefited from the ‘Design in the Public Sector’ programme, which is delivered by the Design Council. The Design in the Public Sector programme brings together officers involved in the design and delivery of public services to learn and apply strategic design approaches to their challenges to deliver impact and improvement for their communities. The focus of the programme is to enable local authorities to work with communities to develop radically different solutions to challenges, so they can continue to provide excellent services that are both efficient and effective.</p> <p>Factors driving the project have included:</p> <ul style="list-style-type: none"> <li>• The needs of the population are changing – for example an increase in young people with Autistic Spectrum Disorder (ASD).</li> <li>• Legislative requirements to make the offer more personalised and enable more parental control over how money is spent. Parents and professionals tell us that the offer can feel fragmented and navigating between services can be complex.</li> <li>• We are not maximising the use and value of our physical estate</li> <li>• There is a saving Medium Term savings target against the commissioned budget in 2018/19 of £0.205m, following a saving of £0.16m in 2017/18</li> <li>• An improvement in relationships between stakeholders across the system is needed to establish a more joined up system better able to meet the needs of children and families</li> <li>• Inconsistent advice and support is increasing pressure on specialist services, contrary to the strategic commitment to enabling children to benefit from inclusive mainstream settings wherever possible.</li> </ul>



Our challenge is therefore to fundamentally rethink our current model to address these challenges. Since April 2017 the focus of the work delivered has been the application of design methodology to better identify the problems the program is seeking to address. Research has been delivered as a joint effort between The Parent Participation Group, The Design Council, current providers in the system and the Core Project Group.

The research methodology has identified common themes RE problems in the system, summarised below:

- The Local Offer can feel fragmented and navigating between services can be complex.
- Inconsistent advice and support is increasing pressure on specialist services, contrary to the strategic commitment to enabling children to benefit from inclusive mainstream settings wherever possible.
- Parents articulated the value of services that provide information on wider social sector provision.
- Responses from parents frequently focused on the impact services have on them, rather than their children, and how they wanted services that supported their ability to manage the lives of their whole family.
- Enthusiasm for key working.
- Services to be designed around the parent's challenges.
- The need for family services and or environments that parents and their families could mix in, feeling accepted and comfortable.
- Improvements in both access to and the inclusivity of existing community resources.
- The desire for access to some services without the need for social worker assessment.

Through the research undertaken **several possible solutions** to the issues faced in the system have been identified. *These include:*

- *Effective front door for health notifications and other referrals, which improves the process for identification and tracking of children with emerging SEND needs*
- *Triage process with clear guidance that enables a multi-disciplinary team to recommend the next steps for the child and the family regarding their support from the local offer*
- *Family Key Working model, which appropriate children and families can be referred to for personalised support, helping them to navigate the SEND support system, access the local offer and be empowered to manage their lives more effectively*
- *Short breaks core offer, which will enable children who are eligible for a short break but do not need SW intervention to do so without extensive assessment*
- *Drop-in family hub facility/ facilities, which provides space(s) for families to receive information advice and guidance and access inclusive activities on an ad-hoc basis*
- *Closer working relationship and collaboration between WCC parents and the LA to widen parent influence*
- *Behaviour support offer for 0-18 age group.*
- A HUB could act as a spring board to the broader local offer, hosting a key working service that can help parents navigate the local offer so their child can access the right support, at the right time, with the right professionals.
- The new model, services and processes should enable parents to be supported through a more coherent set of pathways.

- The local offer itself could offer greater differentiation or graduation with the introduction of the core offer. This could enable each parent to receive an offer that's better tailored to their child's need.
- Where possible, parents could also access an offer that meets their child's needs without social work assessment.

These solutions will be taken forward through several work streams. Perfect Pathways will conclude with the following outputs:

- Clarity on the challenges facing the system
- An improvement in relationships across the system, particularly with parents
- Increased confidence in local authority commissioning and transformation processes
- A delivery of the £365k savings target set against the Specialist Commissioning Intervention budget
- A series of recommendations for future services and a model to take forward.

Future work streams will include a focus on Early Intervention to achieve outcomes for children at an earlier stage and which will manage demand in a more sustainable way.

#### Details of the lead person completing the screening/EIA

(i) Full Name: Annabel Saunders

(ii) Position: Director of Commissioning – Children's Services

(iii) Unit: Children's Services

(iv) Contact Details: Annabel.Saunders@rbkc.gov.uk

#### Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

16 August 2017, updated 02/10/2017

#### Version number and date of update

**V2.0 slight**

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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"/>	<b>No</b> <input checked="" type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The revised model of support based on increased personalisation and increased access into universal settings will have positive impacts on disabled children and their families. There is a risk that the reduction in overall funding will have an impact on the ability of the services in scope to adapt to accommodate increasing demand into the future. It will be important to mitigate this risk by considering how the transition to the new model can be resourced to ensure a model is in place that can meet increasing demand into the future.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Approximately 450 children and their families will be impacted by the changes to Short Breaks. This is approximately 0.2% of the overall population or 1% of the under 19 population.
	Age	This project covers SEND children and young people aged 0-18 but also their parents/ carers/ family members.
	Disability	To be eligible for a short break, a child would have a disability.
	Gender	The DCT's cohort of children with SEND is majority male (67% male, 33% female) which is representative of children with SEND more broadly.
	Race	The Disabled Children Teams cohort is very diverse which is broadly representative of the population served. In majority order the cohort's ethnicity is: Other Ethnic Groups (28%) Black/ African/ Caribbean/ Black British (23%), White (18%), Asian/Asian British/ Chinese (12%) and Mixed/ Multiple Ethnic Groups (7%) There is a significant segment of the cohort for whom ethnicity is not recorded (12%).

	Religion or belief	In majority order the cohort has the following religious representation: Muslim (43%), Christian (27%) Catholic (6%), No Religion (5%) Not stated (5%), Jewish (1%). The remaining % are either not recored or are statistically insignifciant (e.g. Hindu - 1 child).
	Sexual orientation	Data on sexual orientation is currently not available but it is unlikely that this proposal will impact either positively or negatively on this protected characteristic.
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>	
	By the nature of the service young people with disabilities are overrepresented relative to the size of the population.	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>	
	As above, the service is specifically targeted at children with disabilities and therefore these are the only groups represented.	

### 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.

<b>3.1</b>	<p><b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>In the early stages of the review of services for children with SEND through 2016 consultation activity was completed with Parent Forum leads, parent/carers and stakeholders. This included group discussions, 1:1, facilitated conversation and questionnaires. Feedback received from other boroughs and schools were tested out to see if the themes were consistent.</p> <p>In addition, since April 2017, the focus of the work delivered has been the application of design methodology to better identify the problems the program is seeking to address. Research has been delivered as a joint effort between The Parent Participation Group, The Design Council, current providers in the system and the Core Project Group.</p> <p>This Discovery Work has involved Photo Journals, Journey Mapping, Parent Interviews, Observations in Settings and a range of workshop activities completed with parents. A member of the core team has also met with the Westminster Special Schools Head regarding SEN Outreach.</p> <p>Collectively the research and consultation work completed has provided a view of parent and families wishes. We hope the emphasis the project has had on understanding parent's views has been an encouragement to the parents' groups.</p> <p>Currently broader engagement is underway with professionals across Health, Education, and Social Care to triangulate findings established to date.</p> <p>The projects next steps have been identified as:</p> <ul style="list-style-type: none"> <li>• Further exploratory visits are being held across Early Years Settings</li> <li>• Multiagency Working groups are being established to take forward emerging recommendations</li> <li>• Proposed solutions emerging from professional input will be further developed through coproduction workshops</li> <li>• The necessary savings will be achieved for April 2018.</li> </ul>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b> <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>
	<p>The change in funding means that all funds in the system must be focused towards children with SEND to ensure compliance with statutory legislation and, most importantly, to deliver the necessary support to meet the needs of children and families affected by complex needs.</p>

	<p>This may mean the decommissioning of budgets paying for services which are not currently meeting the needs of the budget's target population.</p> <p>The objective of the review is to better meet the needs of disabled children and families. It is believed that an improved model for children with SEND can be achieved despite the increased financial constraints.</p> <p>There could be transitional issues with the move to a new model. This move will require careful management to ensure that parents and young people are adequately supported.</p>
--	--

#### 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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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).													
	No negative impacts identified.													
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>													
	<table border="1"> <tr> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 35%;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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.
<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.												
<b>4.3</b>	<b>Please document the reasons for your decision</b>													
	<p>Whilst there are risks from the reduction in spend on short break services, there are opportunities through a redesign of services to ensure that, in future, funding is used in a smarter way which is more closely based around parental preference and personalisation.</p> <p>It will be critical to ensure that parents and young people are involved throughout this process.</p> <p>Additionally, we will need to build in a robust mobilisation plan which will ensure that there is sufficient time for children's needs to be carefully considered and planned for as the new model is developed.</p>													

## 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*

5.1	<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><b>NB. Add any additional rows, if required.</b></p>
Page 438	N/A



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Annabel Saunders**UNIT:** Children's Commissioning**EMAIL & TELEPHONE EXT:** Annabel.Saunders@rbkc.gov.uk**DATE (DD/MM/YYYY):** 02/10/2017**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>8.1B Children’s Commissioning Directorate Restructure</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The Tri-borough Children’s Commissioning Directorate is responsible for approximately £80m of external spend on more than 1000 contracts including home to school transport and schools meals, looked after children placements and packages of support for disabled children, children’s centres and youth services, amongst others. The role of the service is to ensure that decisions on spend are made on the basis of robust evidence of need, to source cost effective quality provision which drives innovation, to manage and develop markets and oversee and challenge provider performance.</p> <p>The Tri-borough Commissioning team review and restructure in 2016 has resulted in a net reduction of 25 Tri – Borough Full Time Equivalent (FTE’s) from 109 to 84. This is the combined movement of :</p> <ol style="list-style-type: none"> <li>a. Reduction of 37 FTE’s</li> <li>b. Addition of 12 FTE new service roles into Commissioning.</li> </ol> <p>A second restructure is planned to review the Joint Commissioning Team (a jointly funded service with the Clinical Commissioning Group). It is expected to be fully implemented by March 2018.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Rachael Wright-Turner</p> <p>(ii) Position: Triborough Director for Children's Commissioning</p> <p>(iii) Unit: Children’s Services</p> <p>(iv) Contact Details: <a href="mailto:Rachael.Wright-Turner@rbkc.gov.uk">Rachael.Wright-Turner@rbkc.gov.uk</a></p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
22 <sup>nd</sup> August 2017
<b>Version number and date of update</b>
V2.0 (update 22 <sup>nd</sup> August 2017)

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>The Commissioning reorganisation has delivered the saving following the staff consultation process which took place in November 2015.</p> <p>The saving associated with this activity has been delivered. There were 5 Westminster City Council Staff that requested voluntary redundancy as part of the process. There are no negative implications for the workforce and no reduction in service as a result of this restructure.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>3.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	N/A
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	N/A

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>A staff consultation process took place in November 2015. A second staff consultation in relation to the Joint Commissioning Team is expected in autumn 2017.</p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p>N/A</p>



4.3	Please document the reasons for your decision



**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 447</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>8.1C Tracking and Survey Re-commissioning</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>To identify savings from the delivery of the Tracking and Survey function of young people to understand learning and employment destinations, and ensure the delivery of careers information advice and guidance to young people with a disability and/or learning difficulties.</p> <p>The current contract with the incumbent Tracking and Survey provider is approaching the end of its term. Casework and specialist advice is already provided by the SEN service, and the contract specification for Tracking and Surveys will be reviewed and re-commissioned to identify and release efficiencies and savings. Services will continue to meet statutory requirements, and appropriate support to young people and education providers will continue.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Rupa Parmar</p> <p>(ii) Position: Consultant - Programme Lead, Commissioning &amp; Transition</p> <p>(iii) Unit: Children's Services – Commissioning Directorate</p> <p>(iv) Contact Details: <a href="mailto:Rupa.Parmar@rbkc.gov.uk">Rupa.Parmar@rbkc.gov.uk</a></p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
15 <sup>th</sup> August 2017
Version number and date of update
<b>V3 – 15<sup>th</sup> August 2017</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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?	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

1.3	Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>A review of service arrangements has identified that there are more efficient ways to deliver services, which will not negatively impact on service provision. Both Tracking and Survey functions, coupled with the requirement to undertake Education, Health and Care Plans for Children with Special Educational Needs remain statutory functions of the Local Authority. Whilst service reviews have identified more efficient ways to deliver the Tracking and Survey function through a competitive procurement exercise, both this and the Education, Health and Care Plans will continue to be provided.</p> <p>Both the Tracking and Survey function for all young people aged 16 to 17, and the requirement to undertake EHC plans, (of which there are 334 plans in schools across Westminster), for children with Special Educational Needs from age 0 through to 25 are statutory services available to the whole cohorts of young people within these age groups, (year 11, 1591, year 12, 1472 &amp; year 13, 1181). Re-commissioning the Tracking &amp; Survey function will not result in reduced provision of the service. Discussions have been held with the incumbent provider of the Tracking and Survey service across Westminster to advise on our proposed approach to re-tender this service as a Tracking and Survey contract only. Following the procurement process arrangements will be made with the successful service provider for the continuation of service delivery. Discussions are on-going over the staffing and resource requirements for staff working on this contract undertaking EHC plans, however, service delivery from the SEN team will continue.</p> <p>As there are no proposed changes to the requirement to undertake the Tracking and Survey function it is not anticipated there will be an impact on individuals or groups. Young people in academic years 11, 12 and 13 will continue to be reported to the Department for Education and where participation is unknown, their activity will be tracked. As the same number of key worker posts will continue in the Special Educational Needs department it is not anticipated that there will be an impact on young people with Special Educational Needs or Disabilities that are undergoing an assessment for, or have an on-going EHC plan. The 334 plans in place for young people in schools across Westminster will continue to have an allocated keyworker from the SEN department.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

2.1	<p><b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>															
	<table border="1"> <tr> <td data-bbox="264 636 727 826">How many people use the service currently? What is this as a % of Westminster's population?</td> <td data-bbox="743 636 1538 826">The statutory requirement is to track, record and report on the participation activity for all young people resident within Westminster aged 16 and 17, and up to 25 for those with Special Educational Needs.</td> </tr> <tr> <td data-bbox="264 826 727 916">Age</td> <td data-bbox="743 826 1538 916">n/a</td> </tr> <tr> <td data-bbox="264 916 727 1005">Disability</td> <td data-bbox="743 916 1538 1005">n/a</td> </tr> <tr> <td data-bbox="264 1005 727 1095">Gender</td> <td data-bbox="743 1005 1538 1095">n/a</td> </tr> <tr> <td data-bbox="264 1095 727 1184">Race</td> <td data-bbox="743 1095 1538 1184">n/a</td> </tr> <tr> <td data-bbox="264 1184 727 1274">Religion or belief</td> <td data-bbox="743 1184 1538 1274">n/a</td> </tr> <tr> <td data-bbox="264 1274 727 1364">Sexual orientation</td> <td data-bbox="743 1274 1538 1364">n/a</td> </tr> </table>		How many people use the service currently? What is this as a % of Westminster's population?	The statutory requirement is to track, record and report on the participation activity for all young people resident within Westminster aged 16 and 17, and up to 25 for those with Special Educational Needs.	Age	n/a	Disability	n/a	Gender	n/a	Race	n/a	Religion or belief	n/a	Sexual orientation	n/a
How many people use the service currently? What is this as a % of Westminster's population?	The statutory requirement is to track, record and report on the participation activity for all young people resident within Westminster aged 16 and 17, and up to 25 for those with Special Educational Needs.															
Age	n/a															
Disability	n/a															
Gender	n/a															
Race	n/a															
Religion or belief	n/a															
Sexual orientation	n/a															
2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>															

<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 730 1538 1451"> <thead> <tr> <th data-bbox="264 730 748 875">Column A – Issues or barriers, things to take into account</th> <th data-bbox="748 730 1538 875">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).</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1361 748 1451"><i>Enter additional rows if require</i></td> <td data-bbox="748 1361 1538 1451"> </td> </tr> </tbody> </table>		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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1659 1538 2092"> <tbody> <tr> <td data-bbox="264 1659 371 1821"><input checked="" type="checkbox"/></td> <td data-bbox="371 1659 719 1821"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1659 1538 1821">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1821 371 1899"><input type="checkbox"/></td> <td data-bbox="371 1821 719 1899"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1821 1538 1899">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1899 371 2018"><input type="checkbox"/></td> <td data-bbox="371 1899 719 2018"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1899 1538 2018">           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 data-bbox="264 2018 371 2092"><input type="checkbox"/></td> <td data-bbox="371 2018 719 2092"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 2018 1538 2092">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

## 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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 456</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Rupa Parmar**UNIT:** Commissioning Directorate**EMAIL & TELEPHONE EXT:** [Rupa.Parmar@rbkc.gov.uk](mailto:Rupa.Parmar@rbkc.gov.uk)**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>8.5A Review of Dedicated Schools Grant</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The project focuses on the new arrangements for the administration of both the High Needs Block and Early Years Block of the Dedicated Schools Grant.</p> <p>The High Needs element relates to the costs of administration children resident in from other boroughs attending special schools with the borough. The new arrangements allow for an administrative charge to be applied.</p> <p>The development of local offer has seen more pupils placed locally and reduced the spend in the independent sector. An element of the savings from independent sector spend are transferred to reduce spend on Home to School transport.</p> <p>The Early year's element relates to the increased allocation for the administration costs of payments to all providers delivering the new 30 hour's childcare offer.</p> <p>A service review has enabled these additional responsibilities and activities to be delivered within existing resources.</p>
<p>(ii) Full Name: Andrew Tagg</p> <p>(ii) Position: Head of Resources</p> <p>(iii) Unit: Children's Finance</p> <p>(iv) Contact Details: Email: <a href="mailto:andrew.tagg@rbkc.gov.uk">andrew.tagg@rbkc.gov.uk</a> ; Mobile: 07739313407</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18 <sup>th</sup> September 2017
Version number and date of update
<b>V1.0 – 18<sup>th</sup> September 2017</b>

## 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	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 reassignment	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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?	x	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
x		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Having reviewed impact, the actions taken in this project will not disproportionately impact on particular groups.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>





4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 465</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

Title
<b>8.5B Development of Traded Offer</b>
What are you analysing?
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The service is currently reviewing the full traded service level agreement offer to schools and external organisations in light to the changes in funding for Local Authorities through the reduction in Education Services Grant.</p> <p>The review will look for efficiencies in the delivery of services and additionally focus future service delivery on the provision of high quality services. The new traded services will be developed in partnership with schools to develop and improve the service offer. This will include the decommissioning of services that are not delivering value for money.</p> <p>The aim is to produce a high quality service offer which delivers value for money, added value and is flexible to changing statutory requirements.</p>
(iii) Full Name: Andrew Tagg
(ii) Position: Head of Resources
(iii) Unit: Children’s Finance
(iv) Contact Details: Email: <a href="mailto:andrew.tagg@rbkc.gov.uk">andrew.tagg@rbkc.gov.uk</a> ; Mobile: 07739313407
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18 <sup>th</sup> September 2017
Version number and date of update
V1.0 – 18 <sup>th</sup> September 2017

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>X</b>	<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	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>x</b>	<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?	<b>x</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>	<b>Significant</b>			
	<b>x</b>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.			
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Having reviewed impact, the actions taken in this project will not disproportionately impact on particular groups.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>



### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 746 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="751 689 1538 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if require</i></td> <td data-bbox="751 1294 1538 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 368 1749"> <input type="checkbox"/> </td> <td data-bbox="373 1592 715 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1756 368 1827"> <input type="checkbox"/> </td> <td data-bbox="373 1756 715 1827"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1756 1538 1827">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1834 368 1951"> <input type="checkbox"/> </td> <td data-bbox="373 1834 715 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1834 1538 1951">           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 data-bbox="264 1957 368 2029"> <input type="checkbox"/> </td> <td data-bbox="373 1957 715 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 1957 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 474</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

SIGNATURE: .....

FULL NAME: .....

UNIT: .....

EMAIL &amp; 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](mailto:Equalities@westminster.gov.uk)

Title	
<b>8.5C Asset Strategy – Feasibility Budget</b>	
What are you analysing?	
<ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>	
<p>Feasibility studies are undertaken to assess whether building works or alterations would help deliver the education priorities more effectively.</p> <p>The works following such feasibility studies in the primary sector to date, have mainly been capitalised (ie. the spend is shown over a number of years, rather than being shown all in one year), hence generating the savings against the 17/18 and 18/19 budget.</p>	
Details of the lead person completing the screening/EIA	
(i) Full Name:	Alan Wharton
(ii) Position:	Tri-Borough Head Asset Strategy
(iii) Unit:	Children’s Services
(iv) Contact Details:	awharton@westminster.gov.uk
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
18/08/17	
Version number and date of update	
<b>V1.0 18/08/17</b>	

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>No</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The works that has been done to date, have mainly been capitalised (ie. the spend is shown over a number of years, rather than being shown all in one year), hence generating the savings against the 17/18 budget. There will be no impact on staff or service users.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>3.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	



<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>	
	<p><b>Column A – Issues or barriers, things to take into account</b></p>	<p><b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>
	<i>Enter additional rows if require</i>	
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	<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 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.

4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 483</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** .....

**FULL NAME:** Alan Wharton.....

**UNIT:** Children’s Services Education.....

**EMAIL & TELEPHONE EXT:** awharton@westminster.gov.uk .....

**DATE (DD/MM/YYYY):** 18/08/18.....

**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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>8.5D School Standards Service Staffing Efficiencies</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The project brings about further efficiencies in the delivery of central school standards services. The project makes sure that the responsibilities of the business support officers reporting to the business service manager are in line with the duties that are now required and reduces the central number of advisers in line with the changes to the duties of the school improvement service. Savings will be realised across 2017/18 and 2018/19 <i>following a post deletion in 2016/17.</i></p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Richard Stanley</p> <p>(ii) Position: Assistant Director</p> <p>(iii) Unit: School Standards, Education</p> <p>(iv) Contact Details: Richard.stanley@rbkc.gov.uk</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18/08/17
<b>Version number and date of update</b>
<b>V1.0 – 18/08/17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>None</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Having reviewed impact, the actions taken in this project will not disproportionately impact on particular groups.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>3.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>

**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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #D9EAD3;"> <th style="width: 45%; padding: 5px;"><b>Column A – Issues or barriers, things to take into account</b></th> <th style="width: 55%; padding: 5px;"><b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"><i>Enter additional rows if require</i></td><td></td></tr> </tbody> </table>			<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 492</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>8.5E Impact of proposed reduction in staffing budget of Westminster Disabled Children Team 2018-19</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The Disabled Children Team provides a range of statutory services to children with disabilities and their families 0-18. Most families are supported with a short break through an assessment of need and this forms part of their care plan either as a CIN [Child in Need] or LAC [Looked after Child]</p> <p>This is part of a three-year programme of efficiencies agreed in 2015. Over 2016-17 and 2017-18 efficiencies have been found through contract negotiation and changes in facility management. Whilst significant financial reductions were made no reduction in staffing or short breaks was needed.</p> <p>The final £50,000 was originally badged against staffing. In light of the spend and budget it is now identified that the efficiency can be found against team overhead costs including stationary and travel. As such there will be no requirement to consider reduction in staffing posts.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(iv) Full Name: Zoe Richards</p> <p>(ii) Position: Head of Short Breaks and Resources [Transformation]</p> <p>(iii) Unit: Education Service: DCT</p> <p>(iv) Contact Details: zoe.richards@rbkc.gov.uk</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18.08.17
<b>Version number and date of update</b>
<b>V1.3 12 September 2017</b>



**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>Minimal?</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	This is part of the development of a disability early help approach that has been designed alongside and in partnership with parent, carers and stakeholders. The efficiencies will be found through smarter use of overhead budget.

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	Currently 200 children receive support from the DCT and with the development of key working/core offer this would raise to approximately 450 children and their families. This is approximately 0.2% of the overall population or 1% of the under 19 population.
	Age	0-18
	Disability	Yes
	Gender	ALL
	Race	All
	Religion or belief	All
	Sexual orientation	All

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>It is anticipated that approximately 5% of the population has a level of disability however most will not require support from statutory services. It is for this reason that a core offer and `light touch` family support approach is being developed.</i></p> <p><i>There are approximately 100 families at any one time that require SW intervention and have either a LAC/CIN plan in place. This requires approximately 6 SW plus management.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>There are currently approximately 150 families requiring a family support approach and is it projected that another 100 will require one off support to access short breaks. This will require a minimum of 4 keyworkers</i></p> <p><i>There are opportunities to develop capacity through service redesign however this is potentially impacted by the return of statutory work to Family Services</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>Over a period of 18m parent carers and stakeholders have been consulted as to the development of a `light touch` approach and the development of a core offer to better achieve a differentiated short break offer and improve access.</i></p> <p><i>Staff within DCT have been part of work to identify split between statutory and non-statutory work.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p>Families will continue to be supported through development of a light touch approach and/or commissioned support.</p>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #D9EAD3;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 40%; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center;"><input type="checkbox"/></td> <td style="padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input checked="" type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input checked="" type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 501</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** .....Zoe Richards.....

**FULL NAME:** .....Zoe Richards.....

**UNIT:** .....

**EMAIL & TELEPHONE EXT:** .....zoe.richards@rbkc.gov.uk 07808879024.....

**DATE (DD/MM/YYYY):** .....12.09.17.....

**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](mailto:Equalities@westminster.gov.uk)**



## Title

**8.5F An improved offer of independent travel training**

## What are you analysing?

- 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?

**What is the project, policy or proposal?**

- To implement an Improved offer of Independent Travel Training as part of the development of an “Alternative Travel” Strategy
- A separate EQIA on the Passenger Transport Mitigations was produced and provided to the Strategy Unit on 6<sup>th</sup> October 2016 in relation to the Cabinet Member Report for Passenger Transport re-procurement agreed by the Cabinet Member for Children and Young People on 16<sup>th</sup> November 2016. This EQIA set out the phases of consultation in relation to the re-procurement due to go out to tender in December 2017.

**What is the purpose of the policy/project/activity/strategy?**

A key objective of social care and educational provision for vulnerable adults and children/young people with special educational needs that require a statement of Special Educational Needs or an Education, Health and Care Plan, and/or disabilities, is the promotion of independence and the development of independent living skills. The appropriate use of Alternative Travel solutions and particularly Independent Travel Training supports this objective. Moreover, the earlier a service user is able to make successful use of these alternatives the greater the benefits to the individual, and to the Councils, in terms of reduced 'lifetime' transport costs.

**In what context will it operate?**

It is important to understand from the outset that this project, and the Alternative Travel Strategy, does not seek to update or replace the Children’s Service Travel Assistance Policy (updated 2016) which has up-to-date and legally scrutinised content agreed by Cabinet members; or any “Local Offer” policy or published transport policy statement to support young people aged 16-19 and learners with learning difficulties and / or disabilities (LDD) aged up to 25, to access further education. Rather, the Alternative Travel Strategy is designed to be a complementary document which “sits beneath” these Policy documents.

**What results are intended?**

- A co-ordinated approach to the provision of alternative travel options including independent travel training across Adult Social Care and Children’s Services to provide consistency and enable savings to be achieved.
- As the Children’s Services’ Policy for Travel Assistance states, it is recognised that alternative travel solutions (including independent travel training) will not be appropriate for all service users, nevertheless, the promotion of alternative travel solutions, particularly through well-delivered and supportive travel training, can offer significant benefits for some service users in terms of improving confidence and developing much broader independent living skills and preparation for adulthood.

**Why is it needed?**

As previously stated, a key objective of social care and educational provision for vulnerable adults and children/young people with special educational needs that require a statement of Special Educational Needs or an Education, Health and Care Plan, and/or disabilities, is the promotion of independence and the development of independent living skills. The appropriate use of Alternative Travel solutions and particularly Travel Training supports this objective. Moreover, the earlier a service user is able to make successful use of these alternatives the greater the benefits to the individual, and to the Council, in terms of reduced 'lifetime' transport costs.

The Council has adopted a number of widely used Alternative Travel solutions with some success. However, their application is “patchy” and inconsistent within and across CHS and ASC, and it has not always been clear that the approaches used will provide a net benefit to the Council or that they are the most cost-effective ways of achieving the desired outcomes for the Council.

There are three Council employees across the 3 Boroughs who are “travel trainers”, plus one within Wood Lane school paid for by the Council from the SEN budget. However, their qualifications are unclear and there is a lack of clarity in terms of their contracts, working hours and salaries. There is no Management Information in terms of their performance, throughput, service standards/criteria for successful training or the levels of success.

We understand there is some travel training activity within a number of the Colleges, including City of Westminster and Westminster Kingsway. However, once again there is no management information available in terms of activity or “success” levels.

In addition, there are a few independently managed schemes, such as the Westminster Society, [www.wspld.org.uk](http://www.wspld.org.uk) who from April 2016 to March 2017 have, using WCC funding, “remodelled” a pilot sample of short break services with the aim of supporting parents to become more resilient in their own capacity and resources and enabling, where appropriate, children and young people to learn positive travel skills to aid their future independence; such as walking to and from a venue or being able to use public transport. A report was produced in January 2017 which highlighted significant success, in particular in relation to the introduction of a Walking Pick Up (WPU) service using the support of walking escorts to those assessed as being able to travel on foot or by public transport. Commissioners involved in this report felt that this represented a “significant reduction (in) previous spend”, with the reduction estimated to be in the region of over £100k (exact costs and therefore savings have not been released due to the current ongoing tender process). The report also highlighted some of the issues encountered and the solutions utilised, in particular about supporting parents to understand the long term benefits for the child, the importance of building a relationship with the child and an effective risk assessment process.

Financial analysis noted an average annual cost of transport provision of some £7,560 for children in WCC. This sum is per service user per year based on the average cost of all transport users, as opposed to eligible Service Users or children overall. Of course, the actual costs for an individual service user may be significantly more or less than these averages but nevertheless, these figures show that there is generally considerable scope to fund alternative solutions at significantly less cost particularly where the full saving in the cost of transport provision by the Council can be realised.

There is a firm understanding of what Alternative Travel solutions should be in place, however the current travel training capacity has no governance or Management Information available.

There is no standardised or consistent approach to the assessment of clients for their suitability for travel training or to the delivery of that training.

Currently, once the SEN Administration Team has reviewed the application, the “Yes/No” Panel makes a decision on eligibility and will determine what type of travel assistance should be offered. The current options available are a travel card for the parent/carer where there is “financial hardship” (in line with the Post 16 DfE Statutory Guidance, which sets out that local authorities are expected to target any support on those young people – and their families – who need it most, particularly those with a low income), a mileage allowance, a travel allowance or Council-provided transport.

Structurally or organisationally within the SEN Service, there is also no current capacity, say in the form of a Travel Assistance Co-ordinator or Commissioner, to consider alternative travel options in detail before transport requests, having been agreed by the Panel, are submitted to the Transport Care and Support Team (TCST).

It is also worth noting that work is underway to develop a Resource Allocation System (RAS) for Children’s Services which could have a future role in terms of the provision of alternative transport, particularly in relation to the use of personal budgets for the provision of travel assistance.

#### **Who is it intended to benefit and how?**

Children and young people who have special educational needs and disabilities will benefit in the following ways:

- a) Those with the requisite skills will have access to a more robust offer of support to help them gain independent travel skills, which will enhance their transition to adulthood.
- b) Those young people with the most need will continue to have access to a transport to and from school.

As previously stated it is recognised that alternative travel solutions (including independent travel training) will not be appropriate for all service users, nevertheless, the promotion of alternative travel solutions, particularly through well-delivered and supportive travel training, can offer significant benefits for some service users in terms of improving confidence and developing much broader independent living skills and preparation for adulthood.

#### **Details of the lead person completing the screening/EIA**

(i) Full Names	Etiene Steyn
(ii) Position:	Strategic Commissioner
(iii) Unit:	Children’s Services
(iv) Contact Details:	Etiene.Steyn@rbkc.gov.uk

#### **Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)**

18/08/17

#### **Version number and date of update**

**V1.0 18-08-18**

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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?	<b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>The proposals only affect the ‘age’ and ‘disabilities’ areas, as they focus specifically on children and young people with special educational needs and disabilities.</p> <p>The plans are being implemented in such a way as to confer a positive, rather than negative impact on these groups, summarised as a stronger programme of support to enable more young people to take steps towards independence, better preparing them for their transition to adulthood.</p>

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>

**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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>





4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p>Page 512</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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 2017.**

**All completed EIAs should be sent to: [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)**

Title
<b>8.6A Release Uncommitted Finance &amp; Resources Budget</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Following a review of current budgets against historic spend levels the following savings have been identified:</p> <ul style="list-style-type: none"> <li>• £142k for third party expenditure in the Finance and Resources Directorate, where an historic underspend and ongoing forecast underspend versus budget has been identified.</li> <li>• A further £233k budget has been identified to be released following review as part of the Medium Term Financial planning.</li> </ul> <p>Both savings involve retracting budgets where there have been historic underspends, and there are no service level or staffing implications associated with any of the savings.</p>
Details of the lead person completing the screening/EIA
<p>(v) Full Name: Tony Burton</p> <p>(ii) Position: Head of Children’s Finance</p> <p>(iii) Unit: Children’s Services</p> <p>(iv) Contact Details: <a href="mailto:tburton@westminster.gov.uk">tburton@westminster.gov.uk</a> 0207 641 2462</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
21/08/17
Version number and date of update
<b>V1.0</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Proposal involves the deletion of historic budget underspends and does not have any impact on staff groups, service users, the public or service delivery in Children's Services.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 746 831">Column A – Issues or barriers, things to take into account</th> <th data-bbox="746 689 1538 831">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).</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 746 1384"><i>Enter additional rows if require</i></td> <td data-bbox="746 1294 1538 1384"> </td> </tr> </tbody> </table>		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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 371 1749"><input type="checkbox"/></td> <td data-bbox="371 1592 719 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="719 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1749 371 1827"><input type="checkbox"/></td> <td data-bbox="371 1749 719 1827"> <b>2. Adjust the policy</b> </td> <td data-bbox="719 1749 1538 1827">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1827 371 1951"><input type="checkbox"/></td> <td data-bbox="371 1827 719 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="719 1827 1538 1951">           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 data-bbox="264 1951 371 2029"><input type="checkbox"/></td> <td data-bbox="371 1951 719 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="719 1951 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 521</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>8.6B Post Tri-borough to Bi-Borough Staffing Reviews – Management Savings</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Children’s Services will review Management arrangements in Bi-borough and Sovereign Services in 2018/19 once these structures have become operational as part of ongoing service efficiency reviews.</p> <p>Whilst the precise detail as to how this saving will be delivered is not known at this time, Children’s Services management believe £175k saving is achievable in the context of the wider CHS staffing establishment and budget. Options to deliver this saving will need to be modelled at an appropriate time on the future and equality impact assessments undertaken in each case.</p> <p>Any saving would have a part year effect in 2018/19 financial year but any shortfall against target is expected to be managed by vacancies held in the period following the move from Tri-borough to Bi-borough service models.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(vi) Full Name: Tony Burton</p> <p>(ii) Position: Head of Children’s Finance</p> <p>(iii) Unit: Children’s Services</p> <p>(iv) Contact Details: <a href="mailto:tburton@westminster.gov.uk">tburton@westminster.gov.uk</a> 0207 641 2462</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
21/08/17
<b>Version number and date of update</b>
<b>V1.0</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Options to deliver this saving will need to be modelled at an appropriate time in the future and equality impact assessments reviewed in each case.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>



### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 530</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>8.9A Placement Cost Reduction and Third Party Contributions</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The savings are to be achieved through :</p> <ol style="list-style-type: none"> <li>1. Reducing demand due to a re-configuration of Early Help services including an Edge of Care Team.</li> <li>2. Reducing high cost placements through a review of need and better contracting and thereby reducing unit costs.</li> <li>3. Maximising Health Contributions to Placement Costs</li> <li>4. With respect to reducing S17 support, implement robust decision making and financial control and monitoring processes together with liaison with Housing services with respect to less costly accommodation options. 'NRPF Connect' – explore opportunities for this scheme where the Home Office may fast-track decision on No Recourse to Public Funds cases.</li> </ol>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Melissa Caslake</p> <p>(ii) Position: Executive Director of Children's Services</p> <p>(iii) Unit: Children's Services</p> <p>(iv) Contact Details: <a href="mailto:mcaslake@westminster.gov.uk">mcaslake@westminster.gov.uk</a></p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18-08-18
<b>Version number and date of update</b>
V1.0 – 18 <sup>th</sup> August 2018

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>The impact of reducing placement demand will keep more children out of care or place them with a permanent family and represents a positive outcome. Therefore there are no negative impacts from this activity on people with protected characteristics.</p> <p>More cost effective placements will result in reductions in unit cost. However this will not affect the service offer, and therefore no one is disadvantaged by the proposals.</p>

**EQUALITY IMPACT ASSESSMENT**  
**SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	



<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>

**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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>

**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #D9EAD3;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 539</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)**

<b>Title</b>
<b>8.9B Service Reviews – Restructures</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The proposals involve staffing efficiencies through service reviews but focused on the deletion of vacant post in Tri-b MASH - Multi Agency Safeguarding Hub Shared Service (post 1/3 funded by WCC) and a further post reduction achievable without a service impact due to better collaboration and working with other services.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(vii) Full Name: Miranda Gittos</p> <p>(ii) Position: Interim Director of Family Services</p> <p>(iii) Unit: Children’s Services</p> <p>(iv) Contact Details:</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
05/09/17
<b>Version number and date of update</b>
<b>V0.3 updated 02/10/17</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>NO</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	Savings are from a current vacant post and a fixed term contract so no implications on the service are foreseen.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 548</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

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](mailto:Equalities@westminster.gov.uk)

Title
<b>8.22 Health Visiting Services Contract Savings in Westminster – 0-19 Service Savings</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>In the new health visiting contract, effective 1<sup>st</sup> July 2017, commissioners have negotiated annual savings of £680k (16.5%) from the Westminster health visiting service budget with the incumbent provider, NHS Central London Community Health. The value of the direct award is calculated at £8,629,545 and will be funded through the Public Health Grant.</p> <p>The purpose of this Equality Impact Assessment is to assess the impact the new contract may have on any group of the service users.</p> <p>Negotiations with the provider have ensured that the new contract will continue to be targeted to the same population: pregnant women, children aged 0-5 and their families. The health visiting service is a universal health visiting service delivered in line with the national Healthy Child Programme. This aims to promote optimal health and wellbeing of children, families and local communities and reduce health inequalities. Those with additional needs defined as the targeted or vulnerable group are offered additional support proportionate to need.</p> <p>With the new contract the quality of the service will either continue, in some areas enhanced There will also be an increase in the number offered the service.</p> <p>The new changes will include:</p> <ol style="list-style-type: none"> <li>1) A universal health visiting offer to low risk women. Previously this was only targeted at those with increased need.</li> <li>2) Consider additional screening for 2-2.5 year old children identified as requiring further input. This will ensure identification of potential vulnerabilities and subsequent referrals for support.</li> <li>3) Some universal contacts previously undertaken in a home setting will now be undertaken in a clinic or children centre. This will mean an increased commute to access the service and possible transport costs. The need for commute on parents or children with disabilities was considered as part of this Equality Impact Assessment. It is not anticipated that the new changes will disproportionately disadvantage them. As per current practice they will ordinarily be under the health visitor vulnerable list. Under this criteria, the option for a home visit will remain in place. Those on low incomes with financial issues unable to access a service will be assessed on a case by case basis and provision for a home visit considered to ensure that they are not disproportionately disadvantaged.</li> </ol> <p>As part of the health visiting transformation programme for the new contract, officers will work with the provider to ensure that implementation of these proposals are equitable to all service users including those set out in section 1.1.</p>



Details of the lead person completing the screening/EIA	
(i)	Full Name: Maureen Mandirahwe
(ii)	Position: Commissioning and Transformation Lead, Children
(iii)	Unit: Triboroughs, Public Health
(iv)	Contact Details: <a href="mailto:mmandirahwe@westminster.gov.uk">mmandirahwe@westminster.gov.uk</a>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
18/08/2017	
Version number and date of update	
V1.0 17/08/2017	

**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.

<b>1.1</b>	<b>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?</b>				
		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"/>
	Men or women (include impacts due to pregnancy/ maternity)	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	✓ <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 may be affected negatively or positively by this project, policy or proposal?	-Pregnant women -2-2.5 year old children as aforementioned	✓ <input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	None/ Minimal ✓ <input type="checkbox"/>		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.		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 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	No negative impact is anticipated for any group in the new contract as outlined in the first section of this document. Current practice will continue be enhanced and additional users will be offered the health visiting service.

**EQUALITY IMPACT ASSESSMENT**

**SECTION 2: BUILDING AN EVIDENCE BASE**

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"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">How many people use the service currently? What is this as a % of Westminster’s population?</td> <td style="width: 50%;"></td> </tr> <tr> <td>Age</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> </tr> <tr> <td>Gender</td> <td></td> </tr> <tr> <td>Race</td> <td></td> </tr> <tr> <td>Religion or belief</td> <td></td> </tr> <tr> <td>Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster’s population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation		
How many people use the service currently? What is this as a % of Westminster’s population?																
Age																
Disability																
Gender																
Race																
Religion or belief																
Sexual orientation																

<p>2.2</p>	<p>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></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>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></p>
	<p><i>If yes, provide details.</i></p>

### 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	<p>Consultation Information  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
3.2	<p>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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



4.3	Please document the reasons for your decision

**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>								
Page 558	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	Enter additional rows if required							



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](mailto:Equalities@westminster.gov.uk)

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

3.2 Negotiations with the provider have ensured that the quality of the service will continue and, alongside this a revised performance framework will produce more robust data which will assist the development of a new model in the longer term.

deliver both efficiencies and better streamlined services and outcomes for children and young people.

health visitor as the central point of contact leading a team with the relevant mix of skills and experience delivering the service.

3.6 The award of these contracts will also contribute £680,000 per annum to the overall savings in order to meet targets set within the Medium Term Budget Plan.

The transfer of commissioning responsibilities for children's Public Health to local authorities is providing an opportunity to take a fresh look at delivering coherent, effective support for children locally.

This Programme sets out the schedule for the delivery of services during the early years, and includes both universal services and additional interventions for families with more complex needs

- Improve the health and wellbeing of children and reduce inequalities in outcomes as part of an integrated multi-agency approach to supporting and empowering children and families;
- Ensure a strong focus on prevention, health promotion, early identification of needs, early intervention and clear packages of support;
- Ensure delivery of the HCP to all children and families, including fathers, starting in the antenatal period;

These services are funded through the Public Health Grant.

- a. The additional data required as part of the revised KPI framework will contribute to the review of health visiting services and inform the new integrated services model going forward.
- b. Commissioners have negotiated annual savings of £680k or 16.5%. The £680k expenditure saving on the Public Health contract for Health Visiting and Family Nurse Partnership is assumed to release Public Health Grant to fund other expenditure meeting Public Health outcomes, but currently met from the General Fund budget. There is therefore a confirmed procurement saving of £680k which contributes to the £896k Medium Term Financial Plan (MTP) target saving in Westminster subject to agreement from the Cabinet Member for Adult Social Services and Public Health (a revision of the Public Health Financial Plan will be provided in due course).

5.3 Commissioners have negotiated annual savings of £680k or 16.5%. The £680k expenditure saving on the Public Health contract for Health Visiting and Family Nurse Partnership is assumed to release Public Health Grant to fund other expenditure meeting Public Health outcomes, but currently met from the General Fund budget. There is therefore a confirmed procurement saving of £680k which contributes to the £896k Medium Term Financial Plan (MTP) target saving in Westminster subject to agreement from the Cabinet Member for Adult Social Services and Public Health (a revision of the Public Health Financial Plan will be provided in due course).

10.2 The report includes a recommendation to directly award a contract to the incumbent provider. By choosing to directly award a contract without a tender process, the Council is not complying with the competition requirements set out in Chapter 3, Section 7 of the Regulations. Therefore, there may be a risk of challenge and an application for a declaration of ineffectiveness (whereby a contract may be set aside) may be made from an economic operator interested in providing this service.

**Annex B - Part D**

**Equality Impact Assessments**

**Completed for all 2018/18 savings proposals within cabinet portfolio:**

**City Highways**

## 5.10 Compliance and Audit Contract – Contract Efficiencies

What are you analysing?

- 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?

- **What is the project, policy or proposal?**

This EIA covers the proposal to reduce compliance monitoring costs through the application of project and client fees which are chargeable to individual schemes. The Compliance and Audit contract provides assurance of the quality and commercial management of the Highways and Transportation Service contracts and includes Public Lighting, Drainage, Bridges and Structures and Traffic Management Order services.

- **What is the purpose of the policy/project/activity/strategy?**

These proposals are aimed at implementing the change through reviewing and refocussing the audit needs across the various services and meeting medium term savings targets.

- **In what context will it operate?**

This proposal has a unique Business Case and will have its own action plan, delivery lead and implementation process. This Business Case will operate as the overarching monitoring tool for implementation and monitoring of the individual proposals.

- **What results are intended?**

The intended result of the proposals are :

- To achieve a medium term saving in revenue funding of £50k from 2018/19 across City Management and Communities
- To deliver services in the most coordinated and efficient manner
- To minimise impact on service levels
- To deliver where possible an improved customer service and minimise the impact on Westminster's Businesses, Residents and Visitors

- **Why is it needed?**

Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, additional revenue savings need to be found across City Management and Communities in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster's overall budget.

- **Who is it intended to benefit and how?**

The intended benefits will cover all of Westminster's Residents, Tourists and Workers.

- **Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?**

It is not envisaged that this will impact on anyone other than the service provider.

Details of the lead person completing the screening/EIA

(i) Full Name: Kevin Goad

(ii) Position: Interim Manager, Highways and Public Realm

(iii) Unit: CMC

(iv) Contact Details: [kgoad@westminster.gov.uk](mailto:kgoad@westminster.gov.uk) 020 7641 3808

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

18/08/2017

Version number and date of update

*You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.*

**V3 – 18 August 2017**

## 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	None	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	This Business Case/proposal is an overarching framework to show how the City Management and Communities is responding to savings requirements and as such has no negative impact on groups or communities.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	<b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population.</b>
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>



### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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).	
	<p>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.</p>	
	<p><b>Column A – Issues or barriers, things to take into account</b></p>	<p><b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>
	<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?	
	<input checked="" type="checkbox"/>	<p><b>1. No major change (no impacts identified)</b> 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 &amp; foster good relations between groups.</p>
	<input type="checkbox"/>	<p><b>2. Adjust the policy</b> You will take steps to remove barriers or to better advance equality.</p>
	<input type="checkbox"/>	<p><b>3. Continue the policy (impacts identified)</b> You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p>
	<input type="checkbox"/>	<p><b>4. Stop and remove the policy</b> There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p>

4.3	Please document the reasons for your decision

## 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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 570</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** .....

**FULL NAME:** .....Kevin Goad

**UNIT:** .....CMC.....

**EMAIL & TELEPHONE EXT:** ...kgoad@westminster.gov.uk

**DATE (DD/MM/YYYY):** ...02/09/2016.....

**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](mailto:Equalities@westminster.gov.uk)**

## Title

**5.13 Highways – Expenditure Review**

What are you analysing?

- 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?

This EIA covers proposed revenue saving from the Highways budgets in 2018/19 and will come from a number of areas including IT software maintenance, printing, fees, and contract efficiencies.

- **What is the purpose of the policy/project/activity/strategy?**

The purpose of this proposal is to ensure that the City Management and Communities Directorate is operating efficiently and effectively, providing a good customer service and meeting medium term savings targets.

- **In what context will it operate?**

This Business Case will consider a series of options for reducing costs on highways maintenance whilst minimising the potential impact on the levels and quality of service. The proposal will have its own action plan, delivery lead and implementation process.

- **What results are intended?**

The intended result of the proposals are :

- To achieve a medium term saving in revenue funding of £1million on 2017/18
- To minimise impact on service levels
- To deliver where possible an improved customer service and minimise the impact on Westminster's Businesses, Residents and Visitors

- **Why is it needed?**

Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, revenue savings needs to be found across the Highways and Public Realm service within City Management and Communities for 2017/18 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster's overall budget.

- **Who is it intended to benefit and how?**

The intended benefits will cover all of Westminster's Residents, Visitors and Workers.

- **Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?**

Some of the individual proposals could potentially disproportionately impact Westminster's Residents, Tourists and Workers and not just those with protected characteristics. For example, alterations to existing service levels, however every effort will be made to keep any impacts to a minimum.

Details of the lead person completing the screening/EIA
<ul style="list-style-type: none"><li>(i) Full Name: Kevin Goad</li><li>(ii) Position: Interim Manager</li><li>(iii) Unit: Highways and Public Realm</li><li>(iv) Contact Details: 0207 641 1903</li></ul>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18/08/2017
Version number and date of update
<b>V2.0 August 2017</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>															
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td><b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population</b></td> </tr> <tr> <td>Age</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> </tr> <tr> <td>Gender</td> <td></td> </tr> <tr> <td>Race</td> <td></td> </tr> <tr> <td>Religion or belief</td> <td></td> </tr> <tr> <td>Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?	<b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population</b>	Age		Disability		Gender		Race		Religion or belief		Sexual orientation		
How many people use the service currently? What is this as a % of Westminster's population?	<b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population</b>															
Age																
Disability																
Gender																
Race																
Religion or belief																
Sexual orientation																

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <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><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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.	
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b> 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"/>	<b>2. Adjust the policy</b> You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b> 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"/>	<b>4. Stop and remove the policy</b> 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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 580</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** Kevin Goad

**FULL NAME:** Kevin Goad

**UNIT:** Highways and Public Realm

**EMAIL & TELEPHONE EXT:** [kgoad@westminster.gov.uk](mailto:kgoad@westminster.gov.uk) 1903

**DATE (DD/MM/YYYY):** 02/09/2016

**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](mailto:Equalities@westminster.gov.uk)

## Title

**5.14 Review of Highways Services including Road Management**

What are you analysing?

- 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?

This EIA covers an end to end review of the Highways service with a focus on the Road Management service considering its efficiency and effectiveness and the implementation of a new model for service delivery.

- **What is the purpose of the policy/project/activity/strategy?**

The purpose of this proposal is to ensure that the City Management and Communities Directorate is operating efficiently and effectively, providing a good customer service and meeting medium term savings targets.

- **In what context will it operate?**

This Business Case will consider a series of options for reducing the costs associated with the delivery of services across the public realm whilst minimising the potential impact on the levels and quality of service. The proposal will have its own action plan, delivery lead and implementation process.

- **What results are intended?**

The intended result of the proposals are :

- To achieve a medium term saving in revenue funding of £750k in 2017/18
- To minimise impact on service levels
- To deliver where possible an improved customer service and minimise the impact on Westminster's Businesses, Residents and Visitors

- **Why is it needed?**

Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, revenue savings needs to be found across the Highways and Public Realm service within City Management and Communities for 2017/18 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster's overall budget.

- **Who is it intended to benefit and how?**

The intended benefits will cover all of Westminster's Residents, Visitors, Businesses and Workers.

- **Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?**

This proposal will impact existing staff in order to meet savings levels. A full staff consultation will be undertaken and relevant approvals agreed with cabinet members prior to any implementation.



Details of the lead person completing the screening/EIA
<p>(i) Full Name: Kevin Goad</p> <p>(ii) Position: Interim Manager</p> <p>(iii) Unit: Highways and Public Realm</p> <p>(iv) Contact Details: 0207 641 1903</p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>
18/08/2017
Version number and date of update
<b>V2.0 August 2017</b>

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>															
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster’s population?</td> <td><b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population</b></td> </tr> <tr> <td>Age</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> </tr> <tr> <td>Gender</td> <td></td> </tr> <tr> <td>Race</td> <td></td> </tr> <tr> <td>Religion or belief</td> <td></td> </tr> <tr> <td>Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster’s population?	<b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population</b>	Age		Disability		Gender		Race		Religion or belief		Sexual orientation		
How many people use the service currently? What is this as a % of Westminster’s population?	<b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population</b>															
Age																
Disability																
Gender																
Race																
Religion or belief																
Sexual orientation																

<p><b>2.2</b></p>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<p><b>2.3</b></p>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
<p><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 590</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** Kevin Goad

**FULL NAME:** Kevin Goad

**UNIT:** Highways and Public Realm

**EMAIL & TELEPHONE EXT:** [kgoad@westminster.gov.uk](mailto:kgoad@westminster.gov.uk) 1903

**DATE (DD/MM/YYYY):** 02/09/2016

**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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>5.15 Provision of Electric Vehicle Charging Points</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The Council provide a number of kerbside electric vehicle (EV) charging bays throughout the City for the exclusive use of electric and plug-in hybrid vehicles.</p> <p>For some time, the number of charging points has remained relatively static with 56 recharging points operated at 66 bays, via Chargemaster, Elektromotive and POD Point under an inherited TfL contract through Source London, managed by Blue Point London Ltd (BPL). However there has been substantial growth in the EV market over the past few years and the process of how points are being managed, and by whom, is changing.</p> <p>Responsibility for each charging point is being transitioned to the respective operators through concession agreements, with each provider being charged a minimum of £1,300 per licence to operate the charge point on the highway. In doing so, the providers are free to introduce charges for membership, pay-as-you-go bay use and electricity. For the user this will mean greater choice, reliability and availability as charge points are expanded, upgraded and replaced, but an end to free charging. Users may wish to sign up with more than one operator and this system will create a competitive market. For the Council, responsibility for points, including maintenance costs and electricity charges, will now rest with the respective operators.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Darren Montague</p> <p>(ii) Position: Service Implementation Manager</p> <p>(iii) Unit: Parking Services</p> <p>(iv) Contact Details: <a href="mailto:dmontague@westminster.gov.uk">dmontague@westminster.gov.uk</a> / x2293</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18/08/2017
<b>Version number and date of update</b>
V1.0 – 18/08/17

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>X</b>	<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	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>
	People in particular age groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>X</b>	<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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<b>X</b>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>Only very minimal financial impact identified for people on low incomes.</p> <p>People on low incomes may be disproportionately affected by the proposals in the sense that charges are to be introduced. However, the financial impact of these proposals is individually fairly minimal, and would only affect EV car drivers whose demographic would generally tend to not currently include those within low income groups.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<p><b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>	
	<p><i>If yes, provide details.</i></p>	

<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>



4.3	Please document the reasons for your decision



**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 599</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Adam Warnes.**UNIT:** Parking Services**EMAIL & TELEPHONE EXT:** [awarnes@westminster.gov.uk](mailto:awarnes@westminster.gov.uk) / x4074.**DATE (DD/MM/YYYY):** 18/08/2017.**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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>5.16 Flexible car sharing operators</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Since 2009, the Council has operated a car club service to provide greener modes of transport in response to growing pressure on residents' parking, to help tackle congestion and poor air quality, and to free up kerbside space. The current contract, with Zipcar, is due to expire on 30 September 2017. Car clubs offer a pay-as-you-go service which provides an alternative for those who use their cars occasionally or do not want the expense of owning and running their own vehicle. Members pay an annual membership fee and then hire vehicles for a period of one hour to six months. The contractor supplies 185 vehicles operating from dedicated kerbside bays and is charged £1,500 per vehicle/bay, There are currently 11,000 members of the Westminster Car Club service.</p> <p>As well as the current fixed point/back to base model run by Zipcar, other car sharing models are now operating in London: floating (one-way) and point-to-point. Due to the rapidly expanding and ever-changing nature of the car club market, the Council has agreed a revised car sharing strategy for the new contract.</p> <p>The Council wish to incorporate alternative models into the contract and are therefore looking to split the procurement of the new contract into 2 separate lots: a fixed point service and a floating service. This will ensure service continuity for the existing customers whilst also introducing a new model of car sharing to complement our over-riding service objectives. Furthermore this will introduce competition to the service, giving customers greater choice and improving quality.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Darren Montague</p> <p>(ii) Position: Service Implementation Manager</p> <p>(iii) Unit: Parking Services</p> <p>(iv) Contact Details: <a href="mailto:dmontague@westminster.gov.uk">dmontague@westminster.gov.uk</a> / x2293</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18/08/2017
<b>Version number and date of update</b>
V1.0 – 18/08/17

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>X</b>	<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	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>X</b>	<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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<b>X</b>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>The only impacts identified to the respective groups would be a positive impact for both disabled people and people on low incomes.</p> <p>The Car sharing service will increase resident choice and provide a service for people who may not need to, wish to or be able to afford to own and keep their own vehicle. It offers flexibility and convenience of use and the competitive element of the new contract should keep prices minimal.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<p><b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>														
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; padding: 5px;">How many people use the service currently? What is this as a % of Westminster’s population?</td> <td style="width: 60%;"></td> </tr> <tr> <td style="padding: 5px;">Age</td> <td></td> </tr> <tr> <td style="padding: 5px;">Disability</td> <td></td> </tr> <tr> <td style="padding: 5px;">Gender</td> <td></td> </tr> <tr> <td style="padding: 5px;">Race</td> <td></td> </tr> <tr> <td style="padding: 5px;">Religion or belief</td> <td></td> </tr> <tr> <td style="padding: 5px;">Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster’s population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
How many people use the service currently? What is this as a % of Westminster’s population?															
Age															
Disability															
Gender															
Race															
Religion or belief															
Sexual orientation															
<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>														
	<p><i>If yes, provide details.</i></p>														

<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>





4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 608</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Adam Warnes.**UNIT:** Parking Services**EMAIL & TELEPHONE EXT:** [awarnes@westminster.gov.uk](mailto:awarnes@westminster.gov.uk) / x4074.**DATE (DD/MM/YYYY):** 18/08/2017.**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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>5.17 Direct Deployment of Parking Marshals</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Parking Services' People &amp; Resources contract with NSL Ltd, which amongst other things provides on-street Marshals and equipment, runs until June 2018, with provision to extend until June 2020.</p> <p>As part of extension negotiations with NSL to deliver savings on the current contract, discussions are taking place for NSL to deploy the on-street Marshals in a smarter way. The service currently procures around 400,000 hours of employed Marshalling hours p/a at an annual contractual cost of approx. £6m. However around 15-20% of all employed hours are 'lost' due to travel time.</p> <p>It is therefore proposed that a significant cost saving could be made by deploying Marshals directly to their beat from home. The number of deployed hours would thus be unaffected but the number of employed hours would reduce significantly.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(ii) Full Name: Darren Montague</p> <p>(ii) Position: Service Implementation Manager</p> <p>(iii) Unit: Parking Services</p> <p>(iii) Contact Details: <a href="mailto:dmontague@westminster.gov.uk">dmontague@westminster.gov.uk</a> / x2293</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18/08/2017
<b>Version number and date of update</b>
V1.0 – 18/08/17

## 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	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 reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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?	X	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
X		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>No disproportionate negative impacts identified for any particular group.</p> <p>Instead of travelling from home to a base to then travel to a beat, staff would just directly travel to their beat.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<p><b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>														
	<table border="1"> <tr> <td data-bbox="264 633 770 786">How many people use the service currently? What is this as a % of Westminster's population?</td> <td data-bbox="770 633 1525 786"></td> </tr> <tr> <td data-bbox="264 786 770 880">Age</td> <td data-bbox="770 786 1525 880"></td> </tr> <tr> <td data-bbox="264 880 770 974">Disability</td> <td data-bbox="770 880 1525 974"></td> </tr> <tr> <td data-bbox="264 974 770 1068">Gender</td> <td data-bbox="770 974 1525 1068"></td> </tr> <tr> <td data-bbox="264 1068 770 1162">Race</td> <td data-bbox="770 1068 1525 1162"></td> </tr> <tr> <td data-bbox="264 1162 770 1256">Religion or belief</td> <td data-bbox="770 1162 1525 1256"></td> </tr> <tr> <td data-bbox="264 1256 770 1350">Sexual orientation</td> <td data-bbox="770 1256 1525 1350"></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
How many people use the service currently? What is this as a % of Westminster's population?															
Age															
Disability															
Gender															
Race															
Religion or belief															
Sexual orientation															
<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>														
	<p><i>If yes, provide details.</i></p>														

<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>



**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?

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">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).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			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).													<i>Enter additional rows if require</i>	
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).																	
<i>Enter additional rows if require</i>																		
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;"><b>1. No major change (no impacts identified)</b></td> <td style="padding: 5px;">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 &amp; foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>2. Adjust the policy</b></td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>3. Continue the policy (impacts identified)</b></td> <td style="padding: 5px;">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 style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;"><b>4. Stop and remove the policy</b></td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 617</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Adam Warnes.**UNIT:** Parking Services**EMAIL & TELEPHONE EXT:** [awarnes@westminster.gov.uk](mailto:awarnes@westminster.gov.uk) / x4074.**DATE (DD/MM/YYYY):** 18/08/2017.**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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>5.18 Parking: Business Processing and Technology Contract Review</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Westminster City Council has a reputation as a leader in delivering innovation in parking services. Parking is an ever-changing environment, and we constantly seek new ways of working, using new technologies to make use of the finite amount of space we have on our streets, all with the objective of delivering an easy, safe and fair parking service for our customers.</p> <p>The transformation of the Parking Service in 2014 saw a number of contracts consolidated into two main contracts: People and Resources (P&amp;R) and Business Processing and Technology (BP&amp;T), both delivered through NSL Ltd.</p> <p>Parking Services' aim was to provide a fully integrated service by seeking to procure solutions capable of providing services beyond 2014 and into the future. In terms of BP&amp;T, the Council wished to re-define how the Parking Service was delivered and introduced new operating models for managing the kerbside and the back office functions that used best practice and innovative solutions to deliver services to our residents, visitors and businesses alike, with a strong focus on self-serve.</p> <p>However one innovative solution procured within BP&amp;T was the IBM Intelligent Operations Centre tool (IOC). The tool, finally delivered, offers little operational benefit and no enhancement of the customer experience. It is therefore proposed that this technology systems and its associated hosting architecture be removed from the contract through change control procedures and in the process reduce unnecessary maintenance and licensing costs.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(iii) Full Name: Darren Montague</p> <p>(ii) Position: Service Implementation Manager</p> <p>(iii) Unit: Parking Services</p> <p>(iv) Contact Details: <a href="mailto:dmontague@westminster.gov.uk">dmontague@westminster.gov.uk</a> / x2293</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18/08/2017
<b>Version number and date of update</b>
V1.0 – 18/08/17

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>X</b>	<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	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>X</b>	<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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>	<b>Significant</b>			
	<b>X</b>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.			
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>No negative impacts identified.</p> <p>The changes proposed would have no detrimental impact on customers.</p> <p>The proposed changes would have no TUPE implications for NSL staff.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>														
	<table border="1"> <tr> <td data-bbox="264 633 770 786">How many people use the service currently? What is this as a % of Westminster's population?</td> <td data-bbox="770 633 1514 786"></td> </tr> <tr> <td data-bbox="264 786 770 880">Age</td> <td data-bbox="770 786 1514 880"></td> </tr> <tr> <td data-bbox="264 880 770 974">Disability</td> <td data-bbox="770 880 1514 974"></td> </tr> <tr> <td data-bbox="264 974 770 1068">Gender</td> <td data-bbox="770 974 1514 1068"></td> </tr> <tr> <td data-bbox="264 1068 770 1162">Race</td> <td data-bbox="770 1068 1514 1162"></td> </tr> <tr> <td data-bbox="264 1162 770 1256">Religion or belief</td> <td data-bbox="770 1162 1514 1256"></td> </tr> <tr> <td data-bbox="264 1256 770 1350">Sexual orientation</td> <td data-bbox="770 1256 1514 1350"></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
How many people use the service currently? What is this as a % of Westminster's population?															
Age															
Disability															
Gender															
Race															
Religion or belief															
Sexual orientation															
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>														
	<i>If yes, provide details.</i>														



<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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.	
	<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>	
	<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b> 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"/>	<b>2. Adjust the policy</b> You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b> 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"/>	<b>4. Stop and remove the policy</b> 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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 626</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Adam Warnes.**UNIT:** Parking Services**EMAIL & TELEPHONE EXT:** [awarnes@westminster.gov.uk](mailto:awarnes@westminster.gov.uk) / x4074.**DATE (DD/MM/YYYY):** 18/08/2017.**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](mailto:Equalities@westminster.gov.uk)

<b>Title</b>
<b>5.19 Pay-to-Park Benchmarking</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>The RingGo pay-to-park system is provided by Cobalt via the Business Processing and Technology (BP&amp;T) contract the Council has with NSL Ltd. As part of this contract, the Council pay Cobalt an 11.685p transaction charge for every pay-to-park transaction made through the RingGo service, including amendments and cancellations. This is separate and in addition to the Council paying a payment service provider fee as well as a merchant acquiring fee, which varies depending on the type of card used: debit or credit.</p> <p>Since the procurement of the contract, PaybyPhone (our previous supplier) have been purchased by the VW Group and there have been a number of new entrants into the market, notably Passport and Just Park. Intelligence from recent market procurement activity suggests that the transaction market rate has fallen significantly in this time and Cobalt's rate is no longer considered competitive, especially given the volume of transactions experienced in Westminster.</p> <p>The Council therefore are invoking a contractual clause within the BP&amp;T contract to activate a market benchmarking exercise. This will force the incumbent supplier to match the market rate derived from the exercise, lest we are then able to change supplier.</p> <p>This exercise is expected to reduce the current transaction costs by up to 33%.</p>
<b>Details of the lead person completing the screening/EIA</b>
<p>(i) Full Name: Darren Montague</p> <p>(ii) Position: Service Implementation Manager</p> <p>(iii) Unit: Parking Services</p> <p>(iv) Contact Details: <a href="mailto:dmontague@westminster.gov.uk">dmontague@westminster.gov.uk</a> / x2293</p>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
18/08/2017
<b>Version number and date of update</b>
V1.0 – 18/08/17

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>X</b>	<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	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>X</b>	<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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>	<b>Significant</b>			
	<b>X</b>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.			
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	This is a contractual arrangement that has no impact, disproportionate or otherwise, on any of the listed groups.



## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<p><b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>														
	<table border="1"> <tr> <td data-bbox="264 633 770 786">How many people use the service currently? What is this as a % of Westminster's population?</td> <td data-bbox="770 633 1514 786"></td> </tr> <tr> <td data-bbox="264 786 770 880">Age</td> <td data-bbox="770 786 1514 880"></td> </tr> <tr> <td data-bbox="264 880 770 974">Disability</td> <td data-bbox="770 880 1514 974"></td> </tr> <tr> <td data-bbox="264 974 770 1068">Gender</td> <td data-bbox="770 974 1514 1068"></td> </tr> <tr> <td data-bbox="264 1068 770 1162">Race</td> <td data-bbox="770 1068 1514 1162"></td> </tr> <tr> <td data-bbox="264 1162 770 1256">Religion or belief</td> <td data-bbox="770 1162 1514 1256"></td> </tr> <tr> <td data-bbox="264 1256 770 1350">Sexual orientation</td> <td data-bbox="770 1256 1514 1350"></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
How many people use the service currently? What is this as a % of Westminster's population?															
Age															
Disability															
Gender															
Race															
Religion or belief															
Sexual orientation															
<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>														
	<p><i>If yes, provide details.</i></p>														

<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 685 1525 1379"> <thead> <tr> <th data-bbox="264 685 746 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="754 685 1525 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1290 746 1379"><i>Enter additional rows if require</i></td> <td data-bbox="754 1290 1525 1379"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1525 2029"> <tbody> <tr> <td data-bbox="264 1592 368 1749"> <input type="checkbox"/> </td> <td data-bbox="376 1592 715 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="722 1592 1525 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1760 368 1827"> <input type="checkbox"/> </td> <td data-bbox="376 1760 715 1827"> <b>2. Adjust the policy</b> </td> <td data-bbox="722 1760 1525 1827">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1839 368 1939"> <input type="checkbox"/> </td> <td data-bbox="376 1839 715 1939"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="722 1839 1525 1939">           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 data-bbox="264 1951 368 2029"> <input type="checkbox"/> </td> <td data-bbox="376 1951 715 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="722 1951 1525 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 635</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Adam Warnes.**UNIT:** Parking Services**EMAIL & TELEPHONE EXT:** [awarnes@westminster.gov.uk](mailto:awarnes@westminster.gov.uk) / x4074.**DATE (DD/MM/YYYY):** 18/08/2017.**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](mailto:Equalities@westminster.gov.uk)

Title
<p><b>5.20 Bay Suspension Relocation Service</b></p> <p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended and why is it needed?</li> </ul>
<p>Since the cessation of the vehicle removals service in 2008, WCC has employed a policy of vehicle relocation which allows for vehicles contravening parking contraventions to be relocated to a nearby location where this is deemed necessary or appropriate, at no cost to the owner/driver of the vehicle.</p> <p>A contract was let for this service in July 2016 to Mansfield Group. This contract provides a dedicated relocations vehicle available within the borough Mon–Sat 08:30-14.30. Outside of these hours WCC can call in extra relocation resources for emergencies and to cover scheduled Special Events and other departmental work such as the tree pruning.</p> <p>The provision of this service allows vehicles that are contravening parking regulations to be relocated to a more suitable parking space allowing WCC to carry out its core functions under the Traffic Management Act 2004 to secure the expeditious movement of traffic on the authority's road network.</p> <p>The relocation service is commonly used to relocate vehicles parked in contravention of bays that have been suspended. This service, which is free to the motorist, operates on a priority basis meaning that there is no guarantee that we can always depend on the vehicle being available for use at any specific location at any given time. Where customers are unable to access bays they have suspended for a particular purpose this inconveniences them and regular bay users (e.g. residents), and can result in not insignificant costs to both themselves and WCC.</p> <p>Anecdotally some customers would be willing to pay a premium on top of the standard suspensions charges to guarantee the use of a relocation truck with an SLA for removal. This proposal is therefore looking to provide this additional service and generate additional income on top of the &gt;£20m p/a already generated by the suspensions service.</p>
<p>Details of the lead person completing the screening/EIA</p>
<p>(iv) Full Name: Darren Montague</p> <p>(ii) Position: Service Implementation Manager</p> <p>(iii) Unit: Parking Services</p> <p>(iv) Contact Details: <a href="mailto:dmontague@westminster.gov.uk">dmontague@westminster.gov.uk</a> / x2293</p>
<p>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></p>
<p>18/08/2017</p>
<p>Version number and date of update</p>
<p>V1.0 – 18/08/17</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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<b>X</b>	<b>X</b>	<input type="checkbox"/>
	Particular ethnic groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<b>X</b>	<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	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<b>X</b>	<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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
	<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<b>X</b>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
	<b>If the answer is “significant” consider doing a full EIA</b>				



<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	<p>Only very minimal financial impact.</p> <p>The provision of this service relates to the relocation of motor vehicles which are parked in contravention of the parking regulations. The relocation service itself has been the subject of a separate EIA in August 2016.</p> <p>The vehicles that are relocated are placed on the street at a site as near as possible to where the vehicle was found and within the WCC boundary area. Details of relocated vehicles are updated to London Councils' TRACE system which motorists contact to ascertain the status and location of the relocated vehicle. Should the motorist fear that their vehicle has been stolen, the Police will advise that a TRACE check be made in the first instance.</p> <p>No financial charge is made against any individual for vehicle relocation, it is just used as a means to free up road space that is needed for other reasons, in this case a pre-paid and pre-arranged bay suspension. Vehicles are therefore only relocated in certain, limited circumstances.</p> <p>The only potential negative impact identified through this EIA was relating to disabled people. However should a disabled driver park in contravention in a suspended bay WCC operate a policy that if a vehicle is displaying a disabled badge it is not to be relocated unless absolutely necessary and all steps to trace the owner/driver should be made before relocation. However the service can also conversely act as a positive for disabled people in the sense that should they be suspending a bay for any reason, for an extra charge this proposal could then guarantee them access to that space.</p> <p>People on low incomes could theoretically be disproportionately affected by the proposals in the sense that this extra service would be chargeable. However, it is expected that for each individual suspension the financial impact of these proposals be minimal and in reality would only affect those already paying to suspended a bay or bays. This element of the EIA has therefore been marked as 'no impact'.</p> <p>This proposal has no TUPE implications or redundancies of existing staff.</p>

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b> <ul style="list-style-type: none"> <li>• <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></li> <li>• <i>A baseline of data is <a href="#">available here</a></i></li> </ul>														
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; padding: 5px;">How many people use the service currently? What is this as a % of Westminster's population?</td> <td style="width: 60%;"></td> </tr> <tr> <td style="padding: 5px;">Age</td> <td></td> </tr> <tr> <td style="padding: 5px;">Disability</td> <td></td> </tr> <tr> <td style="padding: 5px;">Gender</td> <td></td> </tr> <tr> <td style="padding: 5px;">Race</td> <td></td> </tr> <tr> <td style="padding: 5px;">Religion or belief</td> <td></td> </tr> <tr> <td style="padding: 5px;">Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
How many people use the service currently? What is this as a % of Westminster's population?															
Age															
Disability															
Gender															
Race															
Religion or belief															
Sexual orientation															
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>														
	<i>If yes, provide details.</i>														

<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>
	<i>If yes, provide details.</i>

### 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.

<b>3.1</b>	<b>Consultation Information</b> <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i>
<b>3.2</b>	<b>What might the potential impact on individuals or groups be?</b> <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>



4.3	Please document the reasons for your decision

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 644</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** Adam Warnes.**UNIT:** Parking Services**EMAIL & TELEPHONE EXT:** [awarnes@westminster.gov.uk](mailto:awarnes@westminster.gov.uk) / x4074.**DATE (DD/MM/YYYY):** 18/08/2017.**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](mailto:Equalities@westminster.gov.uk)

## Title

**5.21 Temporary Structures Charging Review**

What are you analysing?

- 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?

Road Management has a £150k MTP target associated with charging building contractors for routine cleansing of gullies in a proximity to their sites. While we have always checked for clearly blocked gullies around sites, as both part of our routine highway inspection works and the scheduled inspections of the licenced structures of a site, we have never proactively undertaken cleanses and investigation of the actual inner-workings of gullies that could be affected by poor working practices by the builders. Gullies are susceptible to damage from builders due to the nature of the works and the materials that they use. It is all too easy for those working on building sites to wash concrete run-off or silt/sand down our gullies. We hold sites accountable for the mess they leave on a daily basis so to avoid failing to keep the highway clean an inconsiderate builder could see it as an easy option to flush material away; out of sight, out of mind. However this material can cause blockages within our gullies that may not manifest for some time, perhaps even years after they have completed their works.

What our new proposal aims to achieve is to close this gap whereby subterranean damage goes undetected and our residents suffer from poorly functioning assets which have to be repaired at public expense.

The simplest way to implement this process is through a surcharge to each highway licence to cover the costs of our works with an update to the process to ensure that the pre-works inspections identify each potentially affected gully that will need to be treated. This has the added benefit that gullies would be inspected and cleaned at every renewal of a licence in addition to the start/end of the period of building activity.

The uplift to the Licences will apply to all applicants. The size of the increase is proposed to be set at two levels depending on whether the site falls into our existing small or large licence categories. It is proposed that we will make an assumption as to the average number of gullies affected by both small sites and large sites when deciding the suitable increase for each category. The costs for the service will be apportioned to ensure that larger sites pay proportionally more than smaller sites. This will pass the greater costs onto the large developers undertaking significant works and subsidise the impact on residents or businesses undertaking minor works.

This proposed change will enable the Council to improve the functionality of our gullies and ensure that developers and contractors meet their social responsibility duties to their neighbours and passing road-users.

Details of the lead person completing the screening/EIA



(v) Full Name: Jonathan Rowing  
(ii) Position: Head of Road Management  
(iii) Unit: Highways and Public Realm/CM&C  
(iv) Contact Details: jrowing@westminster.gov.uk

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

18/08/2017

Version number and date of update

**V1.0 18<sup>th</sup> August 2017**

*You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.*

**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.

<b>1.1</b>	<b>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?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>					
<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>				
	<b>None/ Minimal</b>		<b>Significant</b>		
	<input checked="" type="checkbox"/>		<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.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>					

<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>1.4</b>	<b>How have you come to this decision?</b>
	The proposal is City Wide and aims to improve the public amenity for all road users though better management of the highway at the cost of those organisations potentially causing it damage.

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<b>2.2</b>	<p><b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>
<b>2.3</b>	<p><b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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></p>
	<p><i>If yes, provide details.</i></p>

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>



<b>4.3</b>	<b>Please document the reasons for your decision</b>

**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 654</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						



**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

SIGNATURE: .....

FULL NAME: .....

UNIT: .....

EMAIL &amp; 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](mailto:Equalities@westminster.gov.uk)

Title
<b>5.22 Abnormal loads cost recovery</b>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>This EIA covers proposed revenue saving by recovering costs to the Council for facilitating abnormal loads (e.g. cranes) through the review of existing charging arrangements.</p> <ul style="list-style-type: none"> <li>• <b>What is the purpose of the policy/project/activity/strategy?</b> The purpose of this proposal is to ensure that the City Management and Communities Directorate is operating efficiently and effectively, providing a good customer service and meeting medium term savings targets.</li> <li>• <b>In what context will it operate?</b> This Business Case will consider a series of options for full cost recovery whilst minimising the potential impact on the levels and quality of service. The proposal will have its own action plan, delivery lead and implementation process which will align with the wider full service review that is also currently taking place.</li> <li>• <b>What results are intended?</b> The intended result of the proposals are : <ul style="list-style-type: none"> <li>○ To achieve a medium term saving in revenue funding of £100k in 2017/18</li> <li>○ To minimise impact on service levels</li> <li>○ To deliver where possible an improved customer service and minimise the impact on Westminster's Businesses, Residents and Visitors</li> </ul> </li> <li>• <b>Why is it needed?</b> Central Government's reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, revenue savings needs to be found across the Highways and Public Realm service within City Management and Communities for 2017/18 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster's overall budget.</li> <li>• <b>Who is it intended to benefit and how?</b> The intended benefits will cover all of Westminster's Residents, Visitors and Workers.</li> <li>• <b>Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?</b> It is not envisaged that this will impact on anyone other than the service provider.</li> </ul>
<b>Details of the lead person completing the screening/EIA</b>
<ul style="list-style-type: none"> <li>(i) Full Name: Kevin Goad</li> <li>(ii) Position: Interim Manager</li> <li>(iii) Unit: Highways and Public Realm</li> <li>(iv) Contact Details: 0207 641 1903</li> </ul>

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

18/08/2017

Version number and date of update

**V2.0 August 2017**

## 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input 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?	<b>X</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				

<b>1.2</b>	<b>What do you think that the overall NEGATIVE impact on groups and communities will be?</b>						
	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;"><b>None/ Minimal</b></td> <td style="text-align: center;"><b>Significant</b></td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>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.</td> <td>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</td> </tr> </table> <p style="text-align: center;"><b>If the answer is “significant” consider doing a full EIA</b></p>	<b>None/ Minimal</b>	<b>Significant</b>	<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
<b>None/ Minimal</b>	<b>Significant</b>						
<input checked="" type="checkbox"/>	<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.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.						
<b>1.3</b>	<b>Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal</b>						
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>						
<b>1.4</b>	<b>How have you come to this decision?</b>						

## **EQUALITY IMPACT ASSESSMENT**

### **SECTION 2: BUILDING AN EVIDENCE BASE**

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><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></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster’s population?	<b>A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population</b>
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <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>	
	<i>If yes, provide details.</i>	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <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>	
	<i>If yes, provide details.</i>	

### 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.

<b>3.1</b>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
<b>3.2</b>	<p><b>What might the potential impact on individuals or groups be?</b>  <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>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## 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	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (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>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.</p> <table border="1" data-bbox="264 689 1538 1384"> <thead> <tr> <th data-bbox="264 689 748 831"> <b>Column A – Issues or barriers, things to take into account</b> </th> <th data-bbox="756 689 1538 831"> <b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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).           </th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr> <td data-bbox="264 1294 748 1384"><i>Enter additional rows if require</i></td> <td data-bbox="756 1294 1538 1384"> </td> </tr> </tbody> </table>		<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>	
<b>Column A – Issues or barriers, things to take into account</b>	<b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (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>Enter additional rows if require</i>																		
4.2	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>																	
	<table border="1" data-bbox="264 1592 1538 2029"> <tbody> <tr> <td data-bbox="264 1592 368 1749"> <input checked="" type="checkbox"/> </td> <td data-bbox="376 1592 716 1749"> <b>1. No major change (no impacts identified)</b> </td> <td data-bbox="724 1592 1538 1749">           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 &amp; foster good relations between groups.         </td> </tr> <tr> <td data-bbox="264 1756 368 1827"> <input type="checkbox"/> </td> <td data-bbox="376 1756 716 1827"> <b>2. Adjust the policy</b> </td> <td data-bbox="724 1756 1538 1827">           You will take steps to remove barriers or to better advance equality.         </td> </tr> <tr> <td data-bbox="264 1834 368 1951"> <input type="checkbox"/> </td> <td data-bbox="376 1834 716 1951"> <b>3. Continue the policy (impacts identified)</b> </td> <td data-bbox="724 1834 1538 1951">           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 data-bbox="264 1957 368 2029"> <input type="checkbox"/> </td> <td data-bbox="376 1957 716 2029"> <b>4. Stop and remove the policy</b> </td> <td data-bbox="724 1957 1538 2029">           There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.         </td> </tr> </tbody> </table>		<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input checked="" type="checkbox"/>	<b>1. No major change (no impacts identified)</b>	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"/>	<b>2. Adjust the policy</b>	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	<b>3. Continue the policy (impacts identified)</b>	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"/>	<b>4. Stop and remove the policy</b>	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



**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><b>5.1</b></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><b>NB. Add any additional rows, if required.</b></p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 663</p>	<p><b>Action Required</b></p>	<p><b>Equality Groups Targeted</b></p>	<p><b>Intended outcome</b></p>	<p><b>Resources Needed</b></p>	<p><b>Name of Lead, Unit &amp; Contact Details</b></p>	<p><b>Completion Date (DD/MM/YY)</b></p>	<p><b>RAG</b></p>
	<p><i>Enter additional rows if required</i></p>						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER**

**SIGNATURE:** Kevin Goad

**FULL NAME:** Kevin Goad

**UNIT:** Highways and Public Realm

**EMAIL & TELEPHONE EXT:** [kgoad@westminster.gov.uk](mailto:kgoad@westminster.gov.uk) 1903

**DATE (DD/MM/YYYY):** 02/09/2016

**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](mailto:Equalities@westminster.gov.uk)