



City of Westminster

Committee Agenda

Title: **Budget Task Group**

Meeting Date: **Monday 8th February, 2016**

Time: **6.30 pm**

Venue: **Rooms 5, 6 & 7 - 17th Floor, City Hall, 64 Victoria Street, London SW1E 6QP**

Members: **Councillors:**

Brian Connell (Chairman)	Adam Hug
Antonia Cox	Gotz Mohindra
Iain Bott	



Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.00pm. If you have a disability and require any special assistance please contact the Scrutiny Officer (details listed below) in advance of the meeting.



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Scrutiny Officer, Anne Pollock.

Email: apollock@westminster.gov.uk

Corporate Website: www.westminster.gov.uk

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Committee and Governance Services in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. HOUSEKEEPING

(Pages 1 - 2)

- a) Appointment of Chair
- b) Terms of Reference

2. BUDGET 2016/17

(Pages 3 - 66)

- a) Budget Overview - Steve Mair (6.35pm - 6.40pm)
- b) Task Group Overview – Councillor Gotz Mohindra (6.40pm – 6.45pm)
- c) City Treasurer – Steve Mair (6.45pm – 7.05pm)
- d) Chief of Staff – Siobhan Coldwell (7.35pm - 7.50pm)
- e) City Management & Communities – Stuart Love and Richard Barker (7.50pm – 8.20pm)
- f) Growth Planning and Housing – Ed Watson and Stuart Reilly (8.20pm - 8.50pm)
- g) Children’s Services – Andrew Christie and Dave McNamara (8.50pm – 9.20pm)

3. EQUALITY IMPACT ASSESSMENTS

(Pages 67 - 198)

Reports for Information

Charlie Parker
Chief Executive
Date: 4 February 2016

Terms of Reference of the Budget and Performance Task Group

The Westminster Scrutiny Commission agreed in July 2007 to set up a Budget and Performance Task Group as a standing group, with the following terms of reference:

“To consider, on behalf of the Policy and Scrutiny Committees, budget options and draft business plans and estimates at the appropriate stages in the business planning cycle and to submit recommendations / comments to the cabinet and/or Cabinet Members.”

Members are asked to agree these Terms of Reference for 2016/17 as the first item of business.

Cabinet *must take into account* and *give due regard* of any views and recommendations from the Budget and Performance Task Group in drawing up firm budget proposals for submission to the Council, and the report to Council must reflect those comments (and those of other Task Groups and Committees, if any) and the Cabinet’s response.

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**Budget & Performance Task Group
Budget Scrutiny Slides
Monday 8th February 2016**

Agenda Item 2



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Budget & Performance Task Group

2016/17 Budget overview

Steven Mair
City Treasurer

Executive Summary

£117m estimated savings target set for 2016/17 to 2018/19

2016/17 savings fully identified and budget balanced

What we have to address:

- 2015/16 budget in balance, slight underspend forecast
- 2016/17 gap of £33m
- 2017/18 gap of £34m
- 2018/19 gap of £50m



Executive Summary

Provisional settlement in December

Final settlement expected imminently, will confirm RSG reductions

We also have to generate efficiencies to fund:

- Demographic Pressures
- Contract and salary inflation
- Changing service demand priorities
- Pensions pressures
- Change in National Insurance
- Etc

Opportunity to accept a provisional four year funding settlement to 2019-20



Executive Summary – Capital Expenditure

Budgeted gross capital spend for 2016/17 of £344.04m, with income of £106.48m towards this – net spend of £237.56m excl HRA

Part of a five year plan for £1.7bn gross spend, £0.6bn net, excl HRA

Largest area of spend will be in Growth, Planning & Housing with £186m net planned for 2016/17, £443m over 5 years to 2020/21

Covers spend on development, investment and operational projects

Addresses a number of key strategic aims, for example:

- New affordable Housing units to help towards new home build targets and ease pressure on Temporary Accommodation

- Continued investment in highways and infrastructure

- Leisure Estate review

- Refurbishment of City Hall

- Investment in the West End and Church Street Renewal





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Budget & Performance Task Group Task Group Oversight

Councillor Gotz Mohindra



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Budget & Performance Task Group

City Treasurer

Steven Mair
City Treasurer

Executive Summary

In 2015/16 City Treasurer was allocated a gross controllable operational expenditure budget of £6.73m and a gross income budget of £0.39m (net £6.34m).

The budget envelope for 2016/17 is £5.27m.

The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £7.38m.



2016/17 Key Issues

1.07m full-year staffing savings

Further budget savings £5.27m

Delivery of a balanced 2016/17 budget

Annual Accounts which are the best in the Country, exceeding those of the whole of the Local Government sector and 80% of FTSE100. Acting as the driver for financial standards improvement

A focus on business rate retention scheme, working with the DCLG

Comprehensive Staff Training and Development plan, ensuring highest professional and commercial standards with full staff engagement

A range of rigorous, implemented financial standards



City Treasurer Budget

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.02)	0.25	0.23
Corporate Finance	(0.02)	3.85	3.83
Commercial and Financial Management	(0.08)	2.35	2.27
Tri-Borough Treasury and Pensions	(0.27)	0.28	0.01
TOTAL BUDGET 2015/16	(0.39)	6.73	6.34



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals

Key Initiatives	£m
Finance Service Restructure – Phase 2	1.07
Extension of the Revenue Services and Revenue Services Ancillary contracts	0.17
Increases in Council Tax Base	1.24
Increased Treasury Management Income	0.90
New Homes Bonus grant profiling	4.00
TOTAL	7.38



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (1)

Additional information on the key initiatives is provided below:

Finance Services Restructure Phase 2 (£1.07m) - Reduction in agency staff once new structure and new ways of working implemented and embedded. This combined with better budget management thus frees up approximately £1.07m that can further contribute to the MTP from April 2016.

Extension of the Revenue Services and Revenue Services Ancillary contracts (£0.17m) - Savings have been identified by extending and re negotiating the existing service contracts by 2 years.

Increases in Council Tax Base (£1.24m) - organic growth in the number of properties on the Council Tax Base.

Increased Treasury Management Income (£0.90m) - a review of the function and related matters including the investment strategy



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Additional information on the key initiatives is provided below:

New Homes Bonus grant profiling (£4.0m) - *Expected reversal of New Homes Bonus top-slicing to the LEP in 2015/16 (£3.0m) together with organic growth in the number of residential properties (£1.0m) is likely to give a net increase of £4.0m in 2016/17.*



2016/17 Estimated Pressures

No recurrent pressures.



City Treasurer Budget

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.02)	0.25	0.23
Corporate Finance	(0.02)	3.45	3.43
Commercial and Financial Management	(0.08)	1.68	1.60
Tri-Borough Treasury and Pensions	(0.27)	0.28	0.01
TOTAL BUDGET 2016/17	(0.39)	5.66	5.27



2016/17 Capital Expenditure

No capital expenditure was incurred in 2015/16.

No capital projects are planned in 2016/17.





City of Westminster

Budget & Performance Task Group

Chief Of Staff

Siobhan Coldwell
Chief of Staff

Executive Summary

In 2015/16 the Chief of Staff was allocated a gross controllable expenditure budget of £5.30m and a gross income budget of £2.58m (net £2.72m).

The projected outturn variance for 2015/16 is a break even position.

The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £0.15m.



2016/17 Key Issues

Land Charges have been subject to a number of legal challenges. A reserve has been set aside. This should be resolved in 16/17.

Land Charges income is market-led. Current estimation is that it will hold at current levels for 16/17, given buoyance in the market. Longer term, the Land Registry is assuming responsibility for part of the system and HMRC are likely to ask us to charge VAT on some of the services we offer.

Complaints team remit may change, creating increased workload.



Chief of Staff Budget

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Chief Executive Office	(0.00)	0.34	0.34
Chief of Staff	(0.00)	0.26	0.26
Corporate Management	(0.00)	0.39	0.39
Electoral Services, Coroners and Land Charges	(2.58)	1.66	(0.92)
Committee and Members Services	(0.00)	1.90	1.90
Complaints and Customers	(0.00)	0.26	0.26
Lord Mayor's Secretariat	(0.00)	0.49	0.49
TOTAL BUDGET 2015/16	(2.58)	5.30	2.72



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals

Key Initiatives	£m
Service cost reductions	0.15
TOTAL	0.15



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals

Additional information on the key initiatives is set out below:

Chief Of Staff service reductions (£0.15m) –

Rebasing budgets for Electoral Services, Complaints Team, Member Services, Lord Mayors Private Office and Chief Executives Office.



2016/17 Budget Pressures

No recurrent pressures.



Chief of Staff Budget

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Chief Executive Office	(0.00)	0.34	0.34
Chief of Staff	(0.00)	0.26	0.26
Corporate Management	(0.00)	0.34	0.34
Electoral Services, Coroners and Land Charges	(2.58)	1.66	(0.92)
Committee and Members Services	(0.00)	1.80	1.80
Complaints and Customers	(0.00)	0.26	0.26
Lord Mayor's Secretariat	(0.00)	0.49	0.49
TOTAL BUDGET 2016/17	(2.58)	5.15	2.57



2016/17 Capital Expenditure

- No capital expenditure was incurred in 2015/16.
- No capital projects are planned in 2016/17 within the service





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Budget & Performance Task Group

8th February 2016

City Management & Communities

Stuart Love

Executive Director

Executive Summary

In 2015/16 City Management & Communities was allocated a gross controllable expenditure budget of £133.953m and a gross income budget of £110.129m (net controllable budget £23.824m)

The projected outturn variance for 2015/16 is a surplus of £3.347m.

The budget envelope for 2016/17 contains pressures of £1.25m

The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £12.308m



2016/17 Key Issues

Delivery of digital programme transformation

Possible financial impact of the Leisure contract re-let

Code of Construction Practice – dependent on adoption of City Plan Basements Revision and successful consultation on other aspects of the new revised code

Waste disposal – bids due January 2016



City Management & Communities Budget 2015/16

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	-	0.932	0.932
Public protection and licensing	(15.835)	24.266	8.431
Community services	(4.029)	4.489	0.460
Highways infrastructure & public realm	(0.096)	7.924	7.828
Waste and parks	(14.563)	55.028	40.465
Parking	(72.831)	31.254	(41.577)
Libraries and Culture	(2.775)	10.060	7.285
TOTAL Controllable Budget 2015/16	(110.129)	133.953	23.824

Budgets do not include corporate costs and recharges



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (1)

The directorate is proposing a series of initiatives to support balancing the 2016/17 budget. These total £12.308 million.

Key Initiatives (section 1 of 3)	£m
Digital transformation contribution from directorate	2.072
Code of Construction Practice expansion to basements	0.800
Street Trading Licensing Fees Income to recover costs	0.200
Service innovations and technology in Highways maintenance	0.160
Process changes to reduce reactive costs in Highways maintenance	0.210
Recognising capital expenditure in the Highways revenue budget	0.225
Area based working and City Management transformation	0.563



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Key Initiatives (section 2 of 3)	£m
Roads Management fees to recover costs	1.000
Public urinals and toilets re-procurement saving	0.125
Commercial waste service income growth from fees and demand	1.500
Energy efficient street lighting	0.020
Area Management – phase 2	0.250
Reflect current licensing levels of Houses in Multiple Occupation	0.015
Licensing fees to recover costs	0.330



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (3)

Key Initiatives (section 3 of 3)	£m
Sports & Leisure - Phase I	0.170
Registration Service income growth	0.100
Library stock procurement efficiencies	0.017
Parking Transformation Programme (second year)	0.801
Kerbside permissions charging review to manage demand	1.900
Review of On Street Parking charges to manage demand	1.850
TOTAL (3 sections)	£12.308



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (4)

Additional information on the key initiatives is provided below:

Digital transformation (£2.02m) consists of a programme that looks to drive customer contacts online, streamline business processes, thereby avoiding unnecessary and costly contacts and deliver process efficiencies to reduce running costs of services. The outcomes will be more efficient processes, digital by default customer contacts and an enhanced customer experience overall.

A review of fees in Roads Management (£1.0m) covering temporary traffic orders, licences for cranes, temporary structures and street works, combined with changes to Inspector deployment will allow greater focus on monitoring third-party activity to achieve better cost-recovery of officer time from works not completed to set standards.

Kerbside permissions (£1.9m) – to encourage shorter suspensions of parking bays, the Council is introducing a tiered charging structure for standard suspensions where charges increase by duration. Tiered charging structures have proved successful elsewhere in addressing such issues as deterring unnecessary suspensions and reducing the length of time that a bay is taken out of commission, thereby supporting wider transport and environmental benefits.



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (5)

Additional information on the key initiatives is set out below:

Commercial waste service (£1.5m) income growth is planned through a review of fees to ensure costs are fully recovered and an increase in sales and enforcement activity to mitigate against unpaid commercial waste.

Area Management phase 2 (£0.25m) represents the directorate's contribution to an overall £0.75m target shared with Growth, Planning and Housing. It constitutes a review of processes and activities in housing estates and the rest of the Council's assets and areas of responsibilities to reduce duplication of activity.

Area based working and city management transformation (£0.563m) is the remainder of the savings promised as a result of the 2015 restructure. Now that the new structure has been operational for over 9 months services are reviewing the new operating model, the need for further recruitment into vacant positions and considering where further efficiency savings may be made.



2016/17 Budget Pressures

Estimated pressures affecting 2016/17 that are built into the proposed budget are as follows:

Estimated Pressures	£m
Waste disposal increase in tonnage	0.23
Libraries declining income trends	0.02
Freedom Passes	1.00
TOTAL	1.25



City Management & Communities Budget 2016/17

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	-	0.682	0.682
Public protection and licensing	(18.180)	22.169	3.989
Community services	(4.174)	4.464	0.290
Highways infrastructure & public realm	(0.096)	7.309	7.213
Waste and parks	(16.063)	55.133	39.070
Parking	(77.209)	32.081	(45.128)
Libraries and Culture	(2.856)	9.505	6.649
TOTAL Controllable Budget 2016/17	(118.578)	131.343	12.765

Budgets do not include corporate costs and recharges



2016/17 Capital Expenditure

The capital expenditure forecast for 2015/16 is £36.96m. The capital expenditure proposed for 2016/17 is £31.321m and includes the following major projects:

Capital Programme 2016/17	Gross Expenditure £m	Income £m	Net Budget £m
City Transport Advisory	6.903	(2.000)	4.903
Crime & Disorder CCTV	1.704	-	1.704
Moberly Sports Centre	3.900	-	3.900
Asset maintenance/improvements*	13.756	(0.150)	13.606
Combined other projects**	5.059	(3.742)	1.317
Capital Programme 2016/17	31.321	(5.892)	25.429

*Asset maintenance/improvements cover highways, footways, lighting, premises, parks.

**Other projects include public realm schemes, the majority of which are externally funded.





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Budget & Performance Task Group Growth Planning & Housing

Ed Watson
Executive Director

Executive Summary

- In 2015/16 Growth, Planning & Housing was allocated a gross expenditure budget of £349.7m and a gross income budget of £317.7m (net £32m)
- The projected controllable net outturn for 2015/16 is £32.3m
- The service has identified transformation, efficiencies, financing and commercial proposals for 2016/17 totalling £7.9m
- The budget for 2016/17 totals £30.9m and incorporates budget pressures of £6.7m



2016/17 Key Issues (1)

- **Business Engagement** – Continuing pro-active engagement of the business community to address both growth and social issues
- **Housing and Planning Bill** – Impact of new legislation and the introduction of accredited agents scheme on finances
- **Increase in Permitted Development Rights for applicants** – May lead to a reduction in applications and less income
- **Impact of strategic infrastructure schemes** – Continuing long term impacts of the cycle superhighway, HS2, and Crossrail 2



2016/17 Key Issues (2)

- **The Business Rates Mechanism** – Will this favour Westminster? This could be the most significant factor in terms of future infrastructure investment across the City
- **Financial variations in the Property Market** – Increase in interest rates and stamp duty, in addition to global and European uncertainty may have a direct impact upon the property market
- **A New Mayor for London** – Likely to have a number of impacts but may directly affect transportation related funding (LIP)
- **Continuing increased demand for Temporary Accommodation** - Partly driven by long term unemployment



Growth, Planning & Housing Budget 2015/16

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area..	Income £m	Expenditure £m	Net Budget £m
Directors Office	0.0	0.4	0.4
Strategic Projects	(0.1)	1.0	0.9
Corporate Property	(10.9)	13.4	2.4
Corporate Investments	(17.1)	13.2	(3.9)
Housing General Fund	(271.7)	297.4	25.7
Economy	(0.5)	4.8	4.3
Development Planning	(7.1)	9.1	2.1
WAES	(10.3)	10.4	0.1
TOTAL BUDGET 2015/16	(317.7)	349.7	32.0

Note: The above figures exclude inflation



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (1)

Key Initiatives	£m
Property & Strategic Projects	
Corporate Property Investment Strategy – Revenue	0.5
Property Rationalisation and Asset Management	0.7
Major Projects – Income and Cost Recovery	0.4
Corporate Property – Income from Telecommunications Masts	0.1
Sub Total – Property & Strategic Projects	1.7



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Key Initiatives	£m
Housing	
Re-procurement of Housing Options Services	0.6
Temporary Accommodation void disposal	1.2
Temporary Accommodation homes purchase	0.8
Rough Sleeping and Supported Housing	1.0
Sub Total – Housing	3.6



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (3)

Key Initiatives	£m
Planning	
Development Planning Transformation	0.4
Development Planning Income	0.5
Employment	
Employment and Skills Recharge	0.1
Other	
Alternative Savings – Digital Transformation	0.7
Area Management	0.5
Westminster Adult Education Service (WAES)	0.4
TOTAL – GPH	7.9



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (4)

Property

- **Property Investment, Rationalisation and Asset Management** – A programme focused upon seeking opportunities to invest in property across the City whilst maximising the use of our existing assets
- **Major Projects Income and Cost Recovery** – Aimed at recovering our costs associated with the major redevelopment sites at Cosway Street and Ebury Bridge
- **Income from Telecommunication Masts** – Enabling telecommunications companies to use our property assets for locating their equipment



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (5)

Housing

- **Housing Options** – This is a reshaping of the existing Housing Options Services contract with major changes due to start in October 2017.
- **Temporary Accommodation** – This involves two initiatives which propose to acquire more properties directly & therefore create an income stream for, rather than a cost to, the General Fund.
- **Rough Sleeping** – This is a reduction in the Councils Rough Sleeping budget which will be delivered through a blend of re-procurements, efficiencies, service redesign and reduction in service levels. Delivery of savings will be designed to minimise impact on other service areas.



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (6)

Planning

- **Transformation** – The planning application process was modernised in November 2015. As the process transforms these savings relate to the gradual reduction in overheads e.g. paper / postage etc.
- **New Income** – Revised charges have been introduced for pre application advice and planning performance agreements. These new charges will mean that our planning service moves to a cost neutral basis.

Employment

- **Employment Recharge** – The employment team will look to recover their costs from the work that is currently undertaken on behalf of external partners. This should move them to a cost neutral position.



2016/17 Transformation, Efficiencies, Financing and Commercial Proposals (7)

Other

- **Alternative Savings for Digital Transformation & Area Management** - In order to meet these Corporate savings target a series of alternative proposals have been pulled together from the existing GPH budgets. These include – realignment of existing HRA recharges, changes to the LINK service and salaries and pensions adjustments across GPH.



2016/17 Budget Pressures

Estimated pressures affecting 2016/17 that are built into the proposed budget are as follows:

Estimated Pressures	£m
Base Case Corporate Property	1.7
Temporary Accommodation	4.5
Employment and Skills Recharge	0.2
Westminster Adult Education Service (WAES)	0.3
TOTAL	6.7



Growth, Planning & Housing Budget 2016/17

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directors Office	0.0	0.1	0.1
Strategic Projects	(0.4)	1.0	0.5
Corporate Property	(11.0)	11.6	0.6
Corporate Investments	(17.1)	14.9	(2.1)
Housing General Fund	(272.0)	298.0	26.0
Economy	(0.5)	4.9	4.4
Development Planning	(7.6)	8.7	1.1
WAES	(9.9)	10.1	0.2
TOTAL BUDGET 2016/17	(318.6)	349.4	30.9



2016/17 Capital Expenditure – General Fund (1)

The capital expenditure forecast for 2015/16 is £45.9m.

The budget proposed for 2016/17 is £274.7m, including the following major projects:

Capital Projects	Expenditure £m	Income £m	Net Budget £m
T.A. Purchases	18.8	(8.8)	10.0
Affordable Housing Fund	32.7	(32.7)	-
Huguenot House	22.8	-	22.8
Leisure Estate Review	84.0	-	84.0
Dudley House	36.9	(26.1)	10.8
Property Investment Schemes	25.0	-	25.0
Registrars	1.9	-	1.9
Ebury UTC	7.4	(10.1)	(2.7)
Beachcroft	1.0	-	1.0



2016/17 Capital Expenditure – General Fund (2)

Capital Projects	Expenditure £m	Income £m	Net Budget £m
291 Harrow Road	12.0	(10.3)	1.7
City Hall Refurbishment	3.6	-	3.6
Coroners Court Improvements	2.5	-	2.5
Marylebone Library	16.5	-	16.5
Cavendish Square Car Park	1.5	-	1.5
Landlord Responsibilities	1.0	-	1.0
Lisson Grove	1.1	-	1.1
Mayfair Library	1.0	-	1.0
Lisson Grove Improvement	1.2	-	1.2
Other Projects	3.8	(0.9)	2.9
TOTAL BUDGET 2016/17	274.7	(88.9)	185.8



2016/17 Capital Expenditure – HRA

The HRA capital expenditure forecast for 2015/16 is £59.4m.

The budget proposed for 2016/17 is £80.4m, as follows:

Capital Projects	Expenditure £m	Income £m	Net Budget £m
Major Works	41.4	(0.0)	41.4
Lisson Arches	7.7	(2.2)	5.5
Ebury Bridge	16.6	(2.1)	14.5
Church Street Phase 2	4.2	(11.9)	(7.7)
Edgware Development	2.4	(0.0)	2.4
2 Ashbridge Street	2.5	(0.0)	2.0
Infill Schemes	2.0	(0.0)	1.8
Lisson Arches Bridge Improvement	1.8	(0.0)	2.5
Other Projects	1.8	(4.5)	(2.7)
TOTAL BUDGET 2016/17	80.4	(20.7)	59.7





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Budget & Performance Task Group

Children's Services

Andrew Christie
Executive Director

Executive Summary

- In 2015/16 Children's Services was allocated a gross controllable expenditure budget of £135.99m and a gross income budget of £97.16m (net £38.8m)
- The projected outturn for 2015/16 is a balanced budget position of £38.8m
- The budget envelope for 2016/17 includes transformation, efficiency, financing and commercial proposals amounting to £2.711m. Budget pressures are expected to be contained within the Children's Services portfolio.



2016/17 Key Issues

- OFSTED Inspection
- National funding Formula for Schools and Role of LA in Education;
- SEN: increased numbers of young people receiving an EHC plan and home school travel assistance due to the extension of the age range to 25
- Legislative Pressures on Placement Costs (Southwark, staying Put, etc.)
- Focus on Practice



Children's Services Budget 2015/16

The key controllable service area budgets for 2015/16 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Children's Services Commissioning	(15.20)	22.90	7.70
Family Services	(6.61)	30.24	23.64
Safeguarding, Review and Quality Assurance	(0.26)	1.27	1.01
Finance and Resources	(0.46)	3.26	2.80
Schools Commissioning and Education	(17.90)	21.50	3.60
Director of Children's Services	-	0.07	0.07
School Funding	(56.73)	56.74	0.01
TOTAL BUDGET 2015/16	(97.16)	135.99	38.83



2016/17 Transformation, Efficiencies, Financing and Commercial Approach (1)

Key Initiatives	£m
Children's Transformation – Commissioning contracts	0.564
Children's Transformation – Commissioning restructure	0.154
Children's Transformation – Early Help	1.388
Children's Transformation – Education	0.060
Children's Transformation – Finance & Resources	0.100
Children's Transformation – Focus on Practice	0.245
Children's Transformation – Other family services savings	0.200
TOTAL	2.711



2016/17 Transformation, Efficiencies, Financing and Commercial Approach (2)

Additional information on the key initiatives listed is provided below:

Commissioning Contracts:

Contract re-procurement and contract savings (**£0.6m**)

Staffing restructure (**£0.154m**)

Early Help (£1.329m)

- Reconfiguration of internal services including stretch (Early Help management and staff reduction)
- Re-modelling of Play Services
- Re-modelling of Youth services
- Re-modelling of Children Centre's – Best start in life
- Delivering Family Recovery service through mainstream service

Education Services:

Traded income and efficiencies (**£0.06m**)



2016/17 Transformation, Efficiencies, Financing and Commercial Approach (3)

Finance and Resources:

Staffing restructure (**£0.1m**)

Focus on Practice:

Staffing reductions as a result of reduced demand (**£0.245m**)

Family Services:

Placement savings from S17 placements & Residence Orders aging out (**£0.150m**)

Other Family Services Efficiencies (**£0.075m**)



2016/17 Estimated Pressures

Budget pressures are expected to be contained within the Children's Services portfolio in 2016/17



Children's Services Budget 2016/17

The key controllable service area budgets for 2016/17 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Children's Services Commissioning	(15.42)	21.98	6.56
Family Services	(7.01)	29.24	22.24
Safeguarding, Review and Quality Assurance	(0.26)	1.26	1.00
Finance and Resources	(0.46)	3.16	2.70
Schools Commissioning and Education	(17.95)	21.49	3.54
Director of Children's Services	-	0.07	0.07
School Funding	(56.73)	56.74	0.01
TOTAL BUDGET 2016/17	(97.83)	133.94	36.12



2016/17 Capital Expenditure

The capital expenditure forecast for 2015/16 is £7.660m.

The budget proposed for 2016/17 is £9.818m, including the following major projects:

Capital Projects	Gross Expenditure £m	Income £m	Net Budget £m
Christ Church Bentinck	1.307	(1.307)	0.000
St George's Academy	3.297	(3.297)	0.000
Westminster City	2.259	(2.259)	0.000
Other projects (7)	2.955	(2.522)	0.433
TOTAL BUDGET 2016/17	9.818	(9.385)	0.433





EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Assessment of proposals to reduce level of front-line service provision at Housing Options Service that are above the contract level late (reflecting the increase in homelessness since 2010) in 2016/17.
Lead Officer
(i) Rebecca Ireland
(ii) Senior Housing Needs Manager
(iii) Housing
(iv) rireland@westminster.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA:
Version number and date of update
<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> Version 1: 4 th November 2015

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

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

1.1	What are you analysing?
	<p>The activity covered by this EIA relates to the provision of the Housing Options Service (HOS.) Since 2010 homelessness numbers have increased as the private rented sector market has become less affordable to households on benefits.</p> <p>To respond to this uplift in demand, increased resources of c. £590K p.a. (following a successful bid to CLG via London Councils) are being put into HOS over and above the contract level in place when the contract was competitively tendered. This policy relates to the proposal to reduce this additional sum on the basis of a review of front-line service delivery.</p> <p>This EIA does not focus on the work of HOS as a whole as this will be covered during future proposals to relet the contract.</p>
1.2	From a service user and staff perspective, 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People or particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	
<p>The analysis of use of the Housing Options Service in meeting housing need (see section 2.1 below) highlights how the provision of services to meet housing need impacts across all groups.</p> <p>The service positively impacts on these groups through meeting housing need with changes to the service being reviewed</p>					

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

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

1.4 Using the screening and information in questions 1.2 and 1.3, should a full

	assessment be carried out on the project, policy or proposal?
	Yes <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	<p>See section 2.1; the use of the HOS service is driven by the make-up of groups in housing need and in particular for the purposes of this EIA living in the private rented sector and in receipt of welfare benefits.</p> <p>The analysis above highlights how the housing options service meets the needs of a wide range of diverse groups and changes to this should be fully audited</p>

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. 	
	How many people use the service currently? What is this as a % of Westminster's population?	See below
	Disabled people	See below
	Particular ethnic groups	See below
	Men or women (include impacts due to pregnancy/maternity)	See below
	People of particular sexual orientations	See below
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	See below
	People on low incomes	See below
	People in particular age groups	See below
	Groups with particular faiths and beliefs	See below
	Any other groups who may be affected by the proposal?	See below

The annual equalities analysis looks at demand for social housing so we understand our customers, and also at social housing lets, which help ensure our policies are not discriminatory.

Demand for housing in 2014

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. Like previous years, certain ethnic groups (Black, Asian, Chinese and Other Middle Eastern) 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 2014 compared to their population share, making up 26% of need and 62% of the population

Chart 1: Housing need compared with the Westminster population

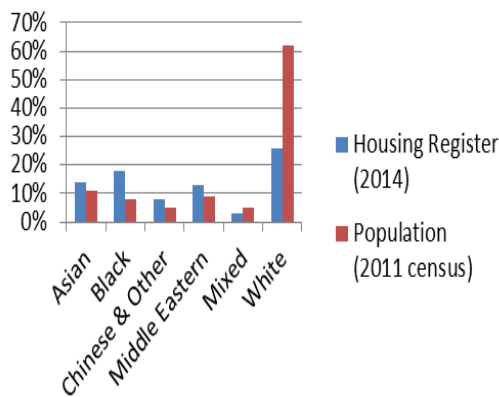
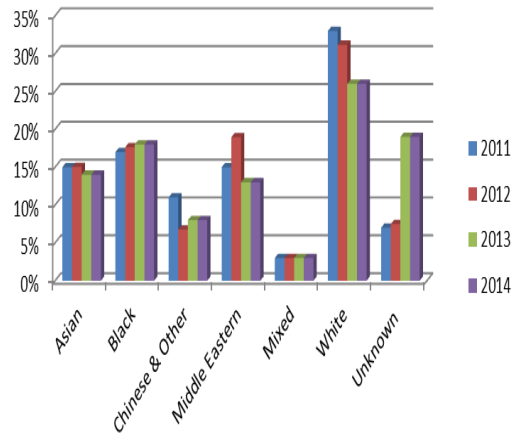


Chart 2: Make up of the register over time



The profile of the register has changed over time – most notably the proportion of White households has fallen. In 2011 they made up 33% of the register compared with 26% in 2014. The proportion of households with an Unknown ethnic origin rose in 2013 and this continued in 2014.

Thirty six per cent of applicants needed three or more bedrooms, and some ethnic groups continued to have an above average need for them i.e. 53% of Asian and 50% of Middle Eastern 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 (54%) of the housing register in 2014, albeit at a lower proportion than in 2013 when they made up 68%. They also make up the largest group in the Westminster population at 42%. Older people (65 and over) are slightly under represented making up 10% of the register and 11% of the population – although their proportion on the register has fluctuated over time as chart 4 shows.

Chart 3: Housing register 2014 compared with Westminster population (age)

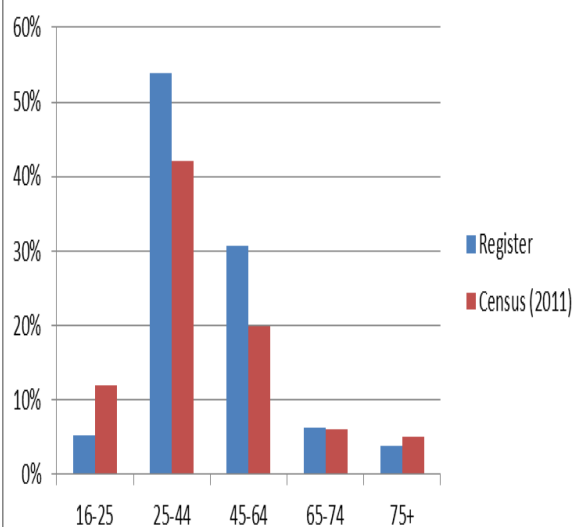
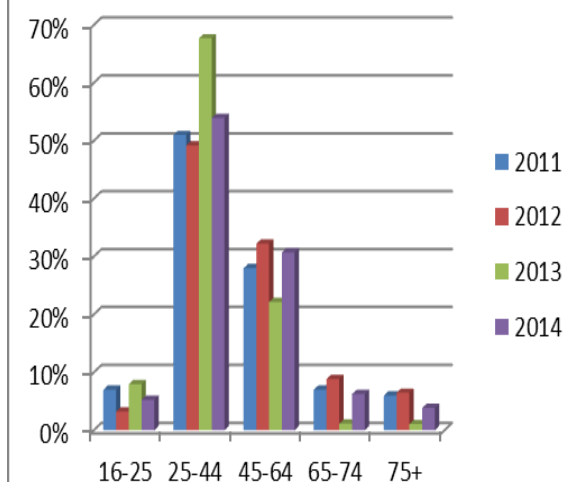


Chart 4: Make up of the register over time (age)



Less than 1% of households needed a fully wheelchair adapted property which is the same as the 2006 housing needs survey estimate for the overall Westminster’s population.

Lets 2013/14

The proportion of lets to different groups during 2013/14 is unlikely to reflect the profile of the register as:

The make-up of the register changes over time and there is delay (often of many years) between registering for a property and a let due to supply shortages

There is a particular shortage of family sized units and studios and one bedrooms make up nearly 50% of the stock – so groups needing larger properties will inevitably wait longer

Households are prioritised for properties through a priority system and a quota of properties are let each year to each priority group

The majority of lets are through choice based lettings (CBL) so applicants can choose whether to bid for properties.

However comparing lets in 2013/14 with the profile of the register is still useful to ensure there are no major discrepancies.

As the following table shows, overall lets to most ethnic groups were lower than their share of the register. This is with the exception of White groups where they were higher which is likely to be due to White groups making up a larger proportion of demand in the past (see chart 2) and by them having a greater need for smaller units which are more readily available.

Lets and ethnicity

Ethnicity	% Register 2014	% Lets 2013/14 (including CBL and direct offers)	Bids per let
Asian	14%	11%	119
Black	18%	14%	139
Chinese & Other	8%	8%	122

Middle Eastern	13%	10%	218
Mixed	3%	3%	182
Unknown	19%	21%	126
White	26%	33%	78
Average			122

Most groups actively participated in CBL with Middle Eastern and Mixed groups making higher than average numbers of bids per let. White households made lower than average bids per let which is consistent with previous years' findings.

Age

The table below illustrates there was a higher proportion of lets to young people (16-24) compared with their proportion on the register in 2014 and a significantly lower proportion to the 25-44 age group which is likely to be due to the shortage of family sized units and a more readily available supply of studio/s and one bedroom properties. The proportion of lets to older people was higher than their proportion on the register which is due to the available supply of community supported housing.

There was a higher proportion of lets to young people (16-24) compared with their proportion on the register and a significantly lower proportion to the 25-44 age group. This is likely to be due to the greater availability of studios and one bedroom properties and a shortage of family sized units.

Lets compared with need by age

Age	% Register 2014	% All lets 2013/14	% CBL lets 2013/14	Lets per CBL let
16-24	5%	8%	6%	81
25-44	54%	43%	43%	183
45-64	31%	33%	37%	92
65-74	6%	9%	9%	33
75 plus	4%	8%	5%	32
Average				122

Previous reports have noted that younger and older age groups make below average bids per let and this continued in 2013/14 as the above table shows reflecting that there is greater availability of community supportive housing for older people. In addition support is available for anyone not bidding and people are contacted by the Housing Options Service if not participating and can be offered automated bidding.

This section should be completed for all proposals that will impact on staff.

2.2 *Build up a picture of the makeup of the workforce profile in the service affected.*

<p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <ul style="list-style-type: none"> • Age • Disability • Gender • Gender Reassignment • Ethnicity • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	<table border="1"> <thead> <tr> <th rowspan="2">Group</th> <th colspan="2">Service</th> <th colspan="2">Council</th> </tr> <tr> <th>No</th> <th>%</th> <th>No</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="5">Age</td> </tr> <tr> <td>16-24</td> <td></td> <td></td> <td>35</td> <td>2%</td> </tr> <tr> <td>25-29</td> <td></td> <td></td> <td>148</td> <td>7%</td> </tr> <tr> <td>30-44</td> <td></td> <td></td> <td>893</td> <td>43%</td> </tr> <tr> <td>45-59</td> <td></td> <td></td> <td>854</td> <td>41%</td> </tr> <tr> <td>60-64</td> <td></td> <td></td> <td>115</td> <td>5%</td> </tr> <tr> <td>65 +</td> <td></td> <td></td> <td>33</td> <td>2%</td> </tr> <tr> <td colspan="5">Disability</td> </tr> <tr> <td>Yes</td> <td></td> <td></td> <td>66</td> <td>3%</td> </tr> <tr> <td>No</td> <td></td> <td></td> <td>897</td> <td>43%</td> </tr> <tr> <td>Not Known</td> <td></td> <td></td> <td>1115</td> <td>54%</td> </tr> <tr> <td colspan="5">Ethnicity</td> </tr> <tr> <td>Asian/Asian British</td> <td></td> <td></td> <td>145</td> <td>7%</td> </tr> <tr> <td>Black/Black British</td> <td></td> <td></td> <td>416</td> <td>20%</td> </tr> <tr> <td>Mixed</td> <td></td> <td></td> <td>62</td> <td>3%</td> </tr> <tr> <td>White</td> <td></td> <td></td> <td>1371</td> <td>66%</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>42</td> <td>2%</td> </tr> <tr> <td>Unknown</td> <td></td> <td></td> <td>83</td> <td>4%</td> </tr> <tr> <td colspan="5">Gender</td> </tr> <tr> <td>Female</td> <td></td> <td></td> <td>1192</td> <td>57%</td> </tr> <tr> <td>Male</td> <td></td> <td></td> <td>886</td> <td>43%</td> </tr> <tr> <td colspan="5">Pregnancy and Maternity</td> </tr> <tr> <td colspan="5"> <ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change </td> </tr> <tr> <td colspan="5">Religion & Belief</td> </tr> <tr> <td colspan="5">There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included</td> </tr> <tr> <td colspan="5">Sexual Orientation</td> </tr> <tr> <td colspan="5">There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included</td> </tr> <tr> <td colspan="5">Gender Reassignment</td> </tr> <tr> <td colspan="5">Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.</td> </tr> </tbody> </table>	Group	Service		Council		No	%	No	%	Age					16-24			35	2%	25-29			148	7%	30-44			893	43%	45-59			854	41%	60-64			115	5%	65 +			33	2%	Disability					Yes			66	3%	No			897	43%	Not Known			1115	54%	Ethnicity					Asian/Asian British			145	7%	Black/Black British			416	20%	Mixed			62	3%	White			1371	66%	Other			42	2%	Unknown			83	4%	Gender					Female			1192	57%	Male			886	43%	Pregnancy and Maternity					<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change 					Religion & Belief					There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					Sexual Orientation					There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					Gender Reassignment					Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.				
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	disproportionately represented compared to the Council workforce?	
	Does TUPE apply to this proposal?	
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?	
	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	

2.3 Summary (to be completed following analysis of the evidence above)					
		None	Positive	Negative	Not sure
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	The HOS conducts customer satisfaction surveys that consistently show satisfaction levels of above 90% (even during the recent increase in homelessness)	
	A service user improvement group made up of current and former users of HOS meets regularly to discuss the service and proposed policy changes.	
3.2	What might the potential impact on individuals, groups or staff 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>	
	Generic impact (across all groups)	See below
	Men or women (include impacts due to pregnancy/maternity)	See below
	People of particular sexual orientation	See below
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	See below
	Disabled people	See below
	Particular ethnic groups	See below
	People on low incomes	See below
	People in particular age groups	See below
	Groups with particular faiths and beliefs	See below
	Other excluded individuals and groups	See below
<p>There will be no discrimination arising from the policy change as it relates to continuing to meet the Council's statutory housing obligations</p> <p>HOS performs a statutory housing needs advice and assessment service for the Council and is thus accessible to all groups. This is underlined by the increase in numbers of homeless applications and acceptances since 2010 and illustrates the accessibility of the service. This is further supported by the fact that all individuals impacted by LHA caps were contacted directly and informed of the role of HOS and the support and assistance available.</p> <p>In order to ensure that the service continues to remain accessible we will continue to emphasise the availability of appointments for housing advice and assessment at a convenient time for the household. We will emphasise the importance of making contact with the Housing Options Service at the earliest opportunity before any housing crisis occurs that would require attending the service on an emergency.</p> <p>This will include promoting the use of e-mailing the Housing Options Service advisors directly and making contact through the website (which is currently increasing.)</p> <p>We will promote the use of and access to the comprehensive WCC website which contains housing advice and information on the service and free access is available in libraries and one stop shops.</p> <p>The emergency out of hours service for housing emergencies outside of the current opening hours will continue to be available.</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? <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>	
	If numbers of homeless applications and acceptances significantly increase then it will not be possible to reduce the level of service provision proposed and still meet the Council's statutory duties and continued commitment to work with Adults and Children's Services to support the most vulnerable.	Levels of homelessness will continue to be monitored closely monthly and this will inform future resource allocation

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

4.3	Please document the reasons for your decision	
	The implementation of the policy is dependent upon activity levels not significantly increasing. As a result the policy will be adjusted according to how numbers of homeless households change during the year and is monitored closely on a monthly basis.	

4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Housing supply and needs data will continue to be monitored monthly against forecasts and reported across the Council; any significant increases in demand will be responded to accordingly	

4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	As above there will be no discrimination arising from the policy change as it relates to continuing to meet the Council's statutory housing obligations	

SECTION 5: Next Steps

5.1 Action Plan <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 79	Continue to update the website and promote the use of direct e-mailing HOS officers and contact through the website	All	Households requiring housing advice do not need to 'drop-in' to HOS to receive this		Rebecca Ireland 020 7641 2029 rireland@westmins ter.gov.uk	30/03/2016	A
	Continue to advise households contacting the Housing Options Service of the option to make appointments to see housing advisors.	All	Households who make use of the Housing Options Service are able to make appointments	Within existing resources	Rebecca Ireland 020 7641 2029 rireland@westmins ter.gov.uk	30/03/2016	A

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]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:

Unit:

Email & Telephone Ext:

Date of Completion (DD/MM/YY):

WHAT NEXT?

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

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EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
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 service levels and renegotiating contract values of existing supported housing provision to provide services more efficiently.
Lead Officer
i. Full Name Greg Roberts ii. Position Supporting People and Temporary Accommodation Manager iii. Department: Housing iv. Contact Details grobert2@westminster.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Date of original EIA:
Version number and date of update
<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>

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

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

1.1	What are you analysing?
	<p>The activity covered by this EIA relates to the commissioning of supported housing services.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>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,</p>

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 16 new supported housing services, including two extra care housing service and services for people with physical disabilities and young people
- Completed 9 tender exercises for services that have expanded capacity, improved service quality and performance and value for money
- Improved move-on performance against national performance Indicators from 60% positive move-on in 2004/05 to over 77.5% in 2014/15 with over 700 people moving on positively from services last year

As part of delivering a balanced housing commissioning budget in 2016/17 c. £750K of savings will be delivered through reduced commissioning of housing related supported services. Contracts for services will be 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'. Westminster continues to support delivery of these targets and initiatives.

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

- Value for money. Westminster's approach has developed over time and has focused on reducing higher cost services, assessing levels of support provided and the strategic relevance of services.
- 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). Self assessments are completed by all 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'.

1.2 From a service user and staff perspective, 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 type="checkbox"/>	x
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
	Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
	People or particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
	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"/>	x
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
	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"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

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

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		x	<input type="checkbox"/>
	<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. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u>		

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes - the changes proposed affect the groups above.
1.5	How have you come to this decision?
	The decision was based on service reviews, contract negotiations and direct consultation with services users.

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. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

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"> <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> 																	
	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?																	
<p>Westminster saw a total of 2570 rough sleepers in 2014/15. The number reflects a large range of demographics and ethnicities, with a large 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> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;"><i>Ethnicity</i></th> <th style="text-align: center;"><i>% of WCC's rough sleeping population</i></th> </tr> </thead> <tbody> <tr> <td><i>White Other</i></td> <td style="text-align: center;">38</td> </tr> <tr> <td><i>White Irish</i></td> <td style="text-align: center;">3</td> </tr> <tr> <td><i>White British</i></td> <td style="text-align: center;">29</td> </tr> <tr> <td><i>Gypsy/Romany/Irish Traveller</i></td> <td style="text-align: center;">14</td> </tr> <tr> <td><i>Mixed: White & Black Caribbean</i></td> <td style="text-align: center;">0</td> </tr> <tr> <td><i>Mixed: White & Black African</i></td> <td style="text-align: center;">0</td> </tr> <tr> <td><i>Mixed: Other</i></td> <td style="text-align: center;">2</td> </tr> </tbody> </table>			<i>Ethnicity</i>	<i>% of WCC's rough sleeping population</i>	<i>White Other</i>	38	<i>White Irish</i>	3	<i>White British</i>	29	<i>Gypsy/Romany/Irish Traveller</i>	14	<i>Mixed: White & Black Caribbean</i>	0	<i>Mixed: White & Black African</i>	0	<i>Mixed: Other</i>	2
<i>Ethnicity</i>	<i>% of WCC's rough sleeping population</i>																	
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<i>Mixed: White & Black Caribbean</i>	0																	
<i>Mixed: White & 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>	1
<i>Asian or Asian British – Bangladeshi</i>	0
<i>Chinese</i>	0
<i>Other</i>	2
<i>Refused</i>	1

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

Support Need	% of people who identify area as their need
<i>Alcohol</i>	34
<i>Drugs</i>	27
<i>Mental health</i>	44
<i>No alcohol, drugs or mental health support need identified</i>	32

Over 60% of this population is transient and will move on or away from the streets after being contacted by a street outreach service. In 14/15, Westminster housed just over 450 individuals in our commissioned supported accommodation, supported 399 to access No Second Night Out hubs and confirmed reconnections for 183 people to their home area.

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%
Total	100%

Age

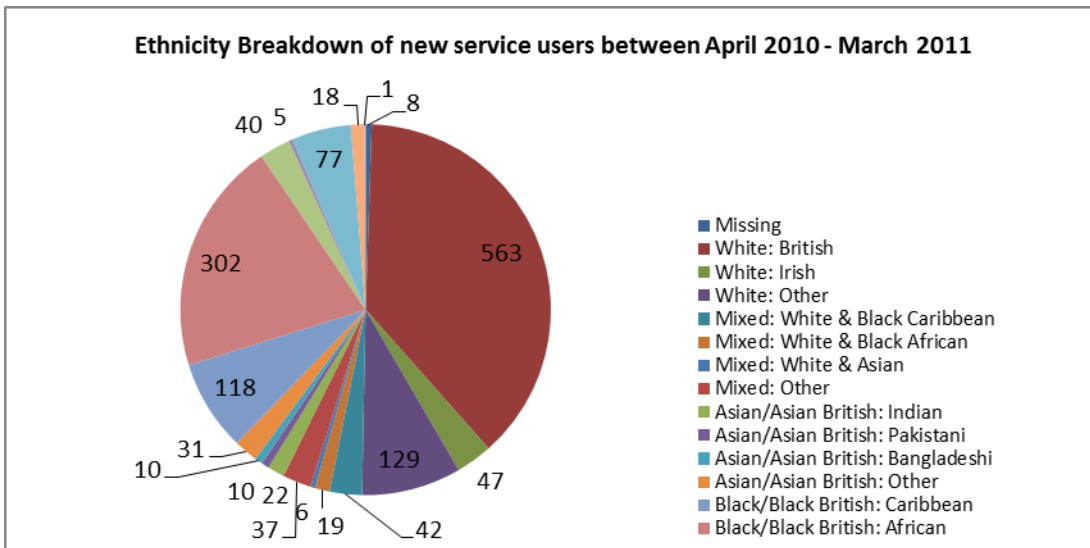
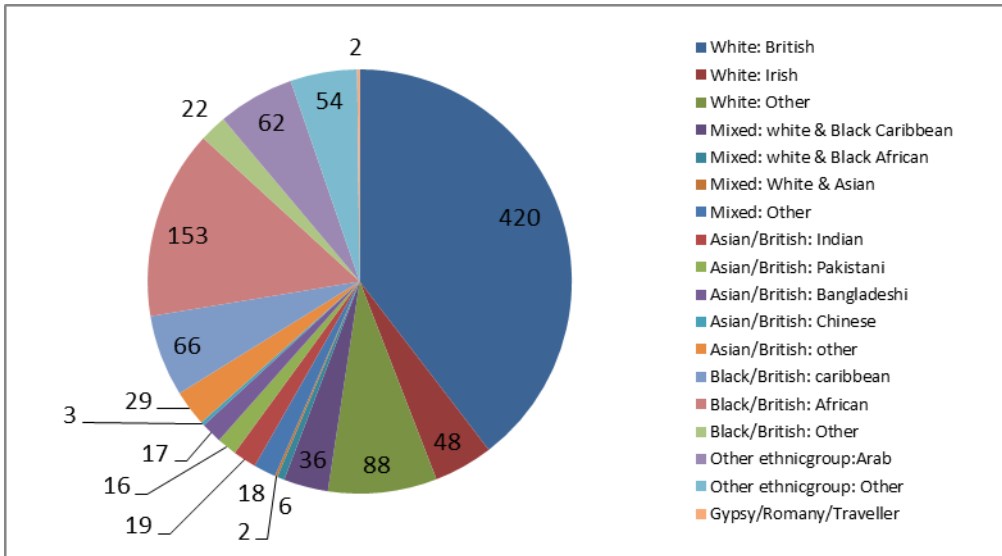
63% of residents were male, 19% were aged 16 to 24 years, 44% aged 25 to 45 years, and 31% aged 46 to 64 and 6% over aged 70.

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.



Income

Of the 1074 clients, 487 are actively seeking employment.

This section should be completed for all proposals that will impact on staff.

2.2 Build up a picture of the makeup of the workforce profile in the service affected.					
<p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <ul style="list-style-type: none"> • Age • Disability • Gender • Gender Reassignment • Ethnicity • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	Group				
	Service		Council		
		No	%	No	%
	Age				
	16-24			35	2%
	25-29			148	7%
	30-44			893	43%
	45-59			854	41%
	60-64			115	5%
	65 +			33	2%
	Disability				
	Yes			66	3%
	No			897	43%
	Not Known			1115	54%
	Ethnicity				
	Asian/Asian British			145	7%
	Black/Black British			416	20%
	Mixed			62	3%
	White			1371	66%
	Other			42	2%
	Unknown			83	4%
	Gender				
	Female			1192	57%
Male			886	43%	
Pregnancy and Maternity					
<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change 					
Religion & Belief					
There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
Sexual Orientation					
There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
Gender Reassignment					
Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the					

		protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?	n/a does not impact on Council employed staff
	Does TUPE apply to this proposal?	N/A
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?	N/A
	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	N/A

2.3 Summary (to be completed following analysis of the evidence above)				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
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"/>	X
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Are there any other groups that you think this proposal may affect negatively or positively?	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>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 & safety, Equality & 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 mental health services 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>	
3.2	What might the potential impact on individuals, groups or staff 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>	
	Generic impact (across all groups)	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	
	Particular ethnic groups	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	
<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</p>		

as set out above has a strong track record in developing new more efficient services (and is planning to open a new supported housing services in the next year and with partners has completed the refurbishment of 2 services for people with mental health problems and learning disabilities).

Gender:

- Alongside the rough sleeping pathway, there is a single homeless pathway model in place for vulnerable clients to access further supported accommodation within borough.
- There is adequate supported provision enabling access for both genders
- Appropriate advice and assistance can also being offered by the Housing Options Service regarding entitlement to housing and the options available

Ethnicity:

- The City Council closely monitors access to supported housing services to ensure that systems do not discriminate on the groups of ethnicity.
- 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

Disability:

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

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	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 2014/15 full year client record data is used to inform commissioning decisions (and to compare to previous year's take-up of services).

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

	Adjust the policy/proposal	<input type="checkbox"/>
	Continue the policy/proposal (impacts identified)	<input checked="" type="checkbox"/>
	Stop and remove the policy/proposal	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
	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.	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	On-going assessment and monitoring of services and needs data using existing commissioning and user involvement structures across each area. Equalities and needs data will also be reviewed to inform commissioning decisions.	
4.5	Conclusion	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	As above there will be no unlawful discrimination arising from the commissioning decisions and the City Council will continue to maintain and improve service outcomes for vulnerable homeless clients.	

SECTION 5: Next Steps

5.1 Action Plan <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 95	Ensure website information on availability of and access to supported housing service provision is up to date	All	Services are accessible	No additional resources	Gregory Roberts; 0207 641 2834 Grobert2@westminster.gov.uk	30/03/2016	A
Page 95	Housing Commissioning/S P Team 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	All	<p>Has no negative impacts on equality groups</p> <p>Has no negative impact on the numbers of rough sleepers presenting in Westminster</p> <p>Has no impact on the number of homeless vulnerable people</p>	No additional resources	Gregory Roberts; 0207 641 2834 Grobert2@westminster.gov.uk	30/03/2016	A

	are effectively met						

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]

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:

Unit:

Email & Telephone Ext:

Date of Completion (DD/MM/YY):

WHAT NEXT?

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



EQUALITY IMPACT ASSESSMENT TOOL

PLANNING TRANSFORMATION PROGRAMME

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal	
Development Planning Transformation	
Lead Officer	
i.	Full Name: Stuart Reilly
ii.	Position Head of Strategic Projects
iii.	Department: Development Planning
iv.	Contact Details: 02076413168
Contact for further information.	
v.	Full Name: Patrick Cassin
vi.	Position: Programme Manager
vii.	Department: Built Environment & Planning
viii.	Contact Details: 02076416592
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.	
Yes <input checked="" type="checkbox"/>	
Date of original EIA:	
Version number and date of update	
Version 1.0 - Date: 18/08/14	
Version 1.1 – Date 27/08/14	
Version 2 – 20/11/2015	

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

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

1.1	What are you analysing?
	<p>Development Planning initiated this project in response to an acknowledgement by the service that a comprehensive review of its business processes was required.</p> <p>Phase 1 of the Project comprised a Feasibility Study, which was completed on schedule in November 2013. The principal findings were that there is much that is good about Development Planning Delivery Unit (DPDU) but that there is considerable scope for improvement, especially in terms of the health of the service’s principal asset, its staff, and the maintenance of the quality of service provided to external stakeholders. The key to making progress against these challenging objectives was identified as being the successful re-design of the service’s back office business processes. The principal opportunities for realising costs savings were thought to include (but not be limited to):</p> <ul style="list-style-type: none"> • Streamline the Validation Process • New and Improved document / letter templates • More effective configuration of UNI-form to minimize scope for errors (and therefore avoidance of complaint scenarios)

- Encouragement of customers to “self-serve”, thus reducing incoming telephony traffic
- Increased usage of automated input of incoming representations / responses
- Reduction in notification volumes / more customised notification documentation
- Increased dependence upon digital documentation for consultation purposes
- Generally reduced printing volumes

Phase 2 ran from January to April 2014, and delivered a report suggesting that widespread changes should be made. This report was supported by detailed AS IS and TO BE Business Process Models and a costs realisation plan. Key conclusions of this work included:

- Digital case files should be used for all transaction records in favor of the mix of paper and digital records which are currently in use
- A radical re-design of the Validation Process is urgently needed to improve efficiencies
- The structure and organisation of support staff into a single Unit-wide resource pool would provide a more effective and efficient function
- Use of the UNI-form / IDOX DMS / Enterprise solution should be confirmed, with greater emphasis being placed upon the on-going support of this solution, and greater use made of the functionality contained
- Workflow management should be introduced to support the use of digital case files and provide a solid foundation for performance management of the case load
- More effective use should be made of the GIS software which has already been deployed
- And, following achievement of the above, establish a practice of agile working, such that the unit’s footprint within City Hall can be reduced in line with corporate aspirations

Improvements in technology, and changes to the way in which other Westminster services and external stakeholders can, and are prepared to work, offers an opportunity for Development Planning to re-design its own processes. In addition a continued reliance upon existing business processes is no longer a tenable approach, in the face of ever increasing workloads, stakeholder expectations, and reducing resource availability.

If these changes are not implemented within Development Planning, the quality of the service currently provided will not improve and customer satisfaction will continue to diminish. Furthermore, the service will not be able to deliver the savings highlighted for MTP.

The implementation of improved back office business processes, IT systems reconfiguration and officer retraining will introduce consistent working practices, improves customer relationships and reduce costs associated with customers constantly contacting the service for updates on their applications.

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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	X Other groups – English as a second language. Disabled – blind, mobility impaired (e.g. inputting data)

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

1.3 What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
	<input type="checkbox"/>	<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. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u></p>		<p>Send and Receive Date Electronically</p>

1.4 Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?

Yes **X** No

1.5 How have you come to this decision?

The decision to introduce paperless working practices for processing planning applications will have an impact of a number of external amenity societies who will be

required to receive and accept planning application Consultations electronically.

Software has been implemented (Consultee Access & Public Access) that allows Consultees and the Public to register their objections to a planning application.

It should be noted that this software is not new and that it has been implemented in most other Councils for a number of years.

Development Planning wants to encourage its customers to stop receiving paper notifications of applications and accept electronic notifications and to also submit their objects on-line.

The decision to complete a full EIA is to ensure that the two groups identified in section 1.2 "*people on low incomes and people in particular age groups*" are able to submit objections to planning applications.

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.

2.1 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. 	
How many people use the service currently? What is this as a % of Westminster's population?	12,500 Planning Applications Per year
Disabled people	Unknown – This information is not collected as part of the planning process.
Particular ethnic groups	Unknown – This information is not collected as part of the planning process.
Men or women (include impacts due to pregnancy/maternity)	Unknown – This information is not collected as part of the planning process.
People of particular sexual orientations	Unknown – This information is not collected as part of the planning process.
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	Unknown – This information is not collected as part of the planning process.
People on low incomes	Unknown – This information is not collected as part of the planning process.
People in particular age groups	Unknown – This information is not collected as part of the planning process.
Groups with particular faiths and beliefs	Unknown – This information is not collected as part of the planning process.
Any other groups who may be affected by the proposal?	Amenity Societies

2.2 Summary (to be completed following analysis of the evidence above)				
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?	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X

	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	Men or women (include impacts due to pregnancy/maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientations	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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
	Groups with particular faiths and beliefs	X	<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"/>	X Other groups – English as a second language. Disabled – blind, mobility impaired (e.g. inputting data)

SECTION 3: Assessing Impact

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>								
	<p>i. Who have you consulted with? Members, Other Councils, Professional Bodies, Amenity Societies</p> <p>ii. How did you consult? (<i>inc meeting dates, activity undertaken & groups consulted</i>) Letters, Email, Forums, Consultee Access Software</p>								
3.2	What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>								
	<table border="1"> <tr> <td>Generic impact (across all groups)</td> <td>Planning Development will send emails notifying groups of new planning applications.</td> </tr> <tr> <td>Men or women (include impacts due to pregnancy/maternity)</td> <td>No Impact</td> </tr> <tr> <td>People of particular sexual orientation</td> <td>No Impact</td> </tr> <tr> <td>People who are proposing to undergo, are undergoing or have</td> <td>No Impact</td> </tr> </table>	Generic impact (across all groups)	Planning Development will send emails notifying groups of new planning applications.	Men or women (include impacts due to pregnancy/maternity)	No Impact	People of particular sexual orientation	No Impact	People who are proposing to undergo, are undergoing or have	No Impact
Generic impact (across all groups)	Planning Development will send emails notifying groups of new planning applications.								
Men or women (include impacts due to pregnancy/maternity)	No Impact								
People of particular sexual orientation	No Impact								
People who are proposing to undergo, are undergoing or have	No Impact								

	undergone a process or part of a process of gender reassignment	
	Disabled people	No Impact
	Particular ethnic groups	No Impact
	People on low incomes	Need to ensure the Council continues to provide access to PC's in Libraries for access to respond
	People in particular age groups	Need to ensure people are able to use and submit their responses on-line – The Council must provide support (Call Centre Advisors)
	Groups with particular faiths and beliefs	No Impact
	Other excluded individuals and groups	No Impact

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: <u>People on Low Income</u> may not have access to a personal computer, therefore not be able to receive notifications nor respond	The Council should continue provide access to computers in all of its 14 Public Libraries and Information Services.
	Impact 2: <u>People in particular age groups</u> may not have the experience with computers or know how to access planning application data on-line	The Councils Call Centre will provide a service that will advice people how to complete a response on-line (The Call Centre will not be able to complete the consultation response on behalf of the customer, only show how)
	Impact 3: <u>Disabled Groups and ethnic minorities</u> – ability to use the online site	Consider disabled people & those who do not speak English as a first language. Will utilise call centre data to monitor impact of change.
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	X
	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	

	WCC's decision to move to electronic Consultations is not a new practice within the industry, WCC are in fact catching up with other Councils and improving the service offered to our Customers.
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
	No Impact Identified
4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>
	There will be some groups who will refuse to accept electronic Consultations unless support is received from Management and Members. However, the project team will meet with the different groups and explain / discuss the reasons and benefits to be gained for all parties.

SECTION 5: Next Steps

5.1	Action Plan <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]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:

Unit:

Email & Telephone Ext:

Date of Completion (DD/MM/YY):

WHAT NEXT?

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



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Multi-disciplinary Family Assessment Service – Contract Award and implementation
Lead Officer
<ul style="list-style-type: none"> i. Full Name: Matthew Jones ii. Position: Commissioning Officer (Social Care) iii. Department: Children’s Services iv. Contact Details: Matthew.Jones@rbkc.gov.uk / 020 7361 2001
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Date of original EIA: 06/08/2015
Version number and date of update
Version 1.0 – 06/08/2015 – Completed EIA for Contract Award Decision Version 2.0 – 18/01/2016 – Updated EIA

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

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

1.1	What are you analysing?
	<p>Following a tender exercise, a contract was awarded to the Tavistock and Portman NHS Foundation Trust (TPFT) to deliver a Multi-disciplinary Family Assessment Service on behalf of Westminster City Council and the London Borough of Hammersmith & Fulham. The service shall provide a range of multi-disciplinary assessments of the needs, risks, parenting capacity and potential for change in complex families in order to inform decisions by the local authority and the family courts. It is a specialist service which is only available to families who are referred and approved by social work managers in Family Services.</p> <p>Family Assessments are required as they play a key role in informing Care Proceedings and decisions by family courts on placements for children and young people. These assessment reports also contribute to delivering timely outcomes for families and proceedings within 26 weeks as required by the Public Law Outline. Delivery by an external provider helps to ensure objective and timely assessments which are well-regarded by the family courts.</p> <p>The majority of family assessments were previously delivered through another contract with the TPFT, which expired on 31 December 2015. The new contract continues this service provision. Westminster also has a contract with the Central and North West London NHS Foundation Trust for the delivery of particularly complex child and family psychiatric assessment services through the Marlborough Family Service. The contract was let for a five year period from 1st April 2011 to 31st March 2016. The new contract with the TPFT will incorporate assessments currently delivered by the Marlborough Family Service. The CNWL</p>

contract will therefore not be renewed or re-procured separately at the end of the current contract period.

The new service provided by the TPFT will benefit vulnerable children and families by providing a holistic, single assessment of each family's needs and functioning, reducing the time, cost and burden on the family of multiple assessments. The service will also provide access to specialist expertise to meet the particular needs of client families required, including mental health, substance misuse, domestic violence and learning difficulties.

The new contract requires the provider to deliver a minimum of 30 full assessments per annum for Westminster, which is the approximate level of service demand in the borough for the past two years. Overall service capacity and peaks and troughs in demand may limit access to the service. However, the contract allows for an increased number of assessments to better meet variations in demand.

1.2 From a service user and staff perspective, does the project, policy or proposal have the potential to <u>disproportionately impact</u> 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 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 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 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?		<input type="checkbox"/>	No <input checked="" type="checkbox"/>	

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

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

	<p>None or minimal impact would be where there is <u>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>		
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1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
------------	--

	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
--	--

1.5	How have you come to this decision?
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	<p>A full assessment has been provided to ensure clarity on the expected positive impacts for vulnerable children and families in Westminster arising from the implementation of the new service.</p>
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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. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

<p>2.1</p>	<p>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</p> <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	<p>In 2015/16, the two previous family assessment contracts undertook referrals from approximately 40 families. Based on an average of 4 people per family, this is 160 people, which is 0.001% of Westminster population.</p> <p>Due to the complex nature and requirements for family assessments, the specific service users who will access the Assessment Service delivered by the provider is currently unknown. There is therefore little relevant data that can be analysed.</p>
	<p>Disabled people</p>	<p>Due to difficulties in collecting data regarding this area, no data specific to the service is available. The service will involve working with complex families, including those with mental health issues or learning disabilities, and specialist capacity to meet these needs are provided within the service.</p>
	<p>Particular ethnic groups</p>	<p>As part of the tender submission, the provider provided an ethnic breakdown of assessments completed over the previous calendar year which demonstrated their ability to work with service users regardless of background: Asian or Asian British 4%; Black or Black British 29%; Mixed 21%; Arab 3%; Kurdish 3%; White British 17%; White European 13%; Not known/stated 10%.</p>
	<p>Men or women (include impacts due to pregnancy/maternity)</p>	<p>The service will be utilised by both male and female family members participating in a family assessment. From previous service experience, there is likely to be a slightly higher proportion of female service users. The service will undertake pre-birth family assessments and provide specialist support for domestic violence issues, which disproportionately affects women.</p>

	People of particular sexual orientations	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.
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment.
	People on low incomes	Based on anecdotal evidence and experience in Family Services, a high number of service users will be families on low incomes. There is a close link between care proceedings and assessment requirements and many families involved in the care proceedings process include people on low incomes.
	People in particular age groups	Some data is available for 30 assessments completed in 2012/13 by the outsourced service. The analysis also showed that 77% of children involved in assessments are under the age of 11, so the proposed service will have a positive impact on vulnerable young children.
	Groups with particular faiths and beliefs	Data on particular faiths and beliefs is not available but based on previous service experience it is likely that service users will come from a range of backgrounds, including different faiths and beliefs.
	Any other groups who may be affected by the proposal?	N/A

This section should be completed for all proposals that will impact on staff.

2.2	<i>Build up a picture of the makeup of the workforce profile in the service affected.</i>																																																				
	<p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <ul style="list-style-type: none"> • Age • Disability • Gender • Gender Reassignment • Ethnicity • Pregnancy and Maternity • Religion/Belief • Sex 	<p>The service is delivered by an external contractor and this information has not been provided.</p> <table border="1"> <thead> <tr> <th rowspan="2">Group</th> <th colspan="2">Service</th> <th colspan="2">Council</th> </tr> <tr> <th>No</th> <th>%</th> <th>No</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="5">Age</td> </tr> <tr> <td>16-24</td> <td></td> <td></td> <td>35</td> <td>2%</td> </tr> <tr> <td>25-29</td> <td></td> <td></td> <td>148</td> <td>7%</td> </tr> <tr> <td>30-44</td> <td></td> <td></td> <td>893</td> <td>43%</td> </tr> <tr> <td>45-59</td> <td></td> <td></td> <td>854</td> <td>41%</td> </tr> <tr> <td>60-64</td> <td></td> <td></td> <td>115</td> <td>5%</td> </tr> <tr> <td>65 +</td> <td></td> <td></td> <td>33</td> <td>2%</td> </tr> <tr> <td colspan="5">Disability</td> </tr> </tbody> </table>			Group	Service		Council		No	%	No	%	Age					16-24			35	2%	25-29			148	7%	30-44			893	43%	45-59			854	41%	60-64			115	5%	65 +			33	2%	Disability				
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45-59			854	41%																																																	
60-64			115	5%																																																	
65 +			33	2%																																																	
Disability																																																					

<ul style="list-style-type: none"> Sexual Orientation 	Yes			66	3%
	No			897	43%
	Not Known			1115	54%
	Ethnicity				
	Asian/Asian British			145	7%
	Black/Black British			416	20%
	Mixed			62	3%
	White			1371	66%
	Other			42	2%
	Unknown			83	4%
	Gender				
	Female			1192	57%
	Male			886	43%
	Pregnancy and Maternity				
	<ul style="list-style-type: none"> Are any staff pregnant or on maternity How are they affected by this change 				
	Religion & Belief				
	There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included				
Sexual Orientation					
There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
Gender Reassignment					
Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.					
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?	Not available			
	Does TUPE apply to this proposal?	TUPE does not apply to Westminster employees for this proposal.			
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?	The service will be subject to a consultation and reorganisation being led by the contractor. The proposals are currently being developed by the contractor.			

<p>Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?</p>	<p>As above.</p>
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2.3 Summary (to be completed following analysis of the evidence above)				
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?	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input 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 of particular sexual orientations	<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 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 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.

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>Consultation was undertaken with social work team managers in the development of the service specification and associated contract documentation. Key requirements regarding a non-discriminatory, open, accessible and independent service were identified and set out as part of the procurement opportunity.</p> <p>Consultation was also undertaken with the market through a market engagement event prior to the procurement being launched, where feedback on the service requirements was sought.</p> <p>As part of a question on communication and collaboration with service users, tenderers were asked to address how they would ensure diversity and effective working with BAME service users. In their response, the recommended provider identified their sensitivity to working</p>

	<p>with service users regardless of background and demonstrated the wide range of ethnicity in the assessments completed in the previous calendar year. The provider’s Patient Advice and Liaison service is also available to support service users in using and engaging the service, regardless of background.</p> <p>Due to the complex and sensitive nature of family assessments, it was not possible or appropriate to consult with actual or potential service users regarding the procurement of this service.</p>
<p>3.2</p>	<p>What might the potential impact on individuals, groups or staff 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>Generic impact (across all groups)</p> <p>Overall there will be a positive impact on service users across all groups. This is a specialist service for vulnerable children and families that will be tailored to meet the particular needs of each individual. As detailed below, the service provides specialist resource or experience to provide additional support across a number of protected characteristics.</p>
	<p>Men or women (include impacts due to pregnancy/maternity)</p> <p>The service will undertake assessments for service users regardless of sex. It is believed that the provision of domestic abuse specialists within the service will have a positive impact for female service users in particular, as the majority of victims of domestic abuse are women.</p> <p>The service will be able to undertake pre-birth assessments to explore the likelihood of the parent/s having the ability to meet the needs of their unborn child given the factors that are identified at the point of referral. Such assessments will be able to provide placement and support recommendations to ensure the needs of the child are best met from birth. The provider has significant experience of engaging and working with pregnant and new mothers, ensuring a positive impact.</p> <p>Assessments are required to provide independent evidence-based recommendations to inform social work decisions and family court judgements, in order to reach permanent decisions which are in the best interests of the child.</p>
	<p>People of particular sexual orientation</p> <p>Specialist resource within the service will be able to provide insights and support for service users who may be questioning or where there are issues related to sexual orientation. As an NHS organisation, the provider has robust equality opportunity policies and procedures in place. The provider will be able to</p>

		accommodate the needs and requirements of all service users, including the protected characteristic of sexual orientation. The service will be open to all where a family assessment is required, as directed by the court or requested by the local authority, and will not discriminate in any way.
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	As an NHS organisation, the provider has robust equality opportunity policies and procedures in place. The provider will be able to accommodate the needs and requirements of all service users, including the protected characteristic of gender reassignment. The service will be open to all where a family assessment is required, as directed by the court or requested by the local authority, and will not discriminate in any way.
	Disabled people	The majority of assessments undertaken by the service will be delivered in the community, ensuring ease of access for service users with disabilities. Where higher-risk assessments need to be undertaken in council or provider premises, it is a requirement that these locations are accessible for all service users. The specialist resource includes expertise for learning disabilities, ensuring the particular needs of these service users are considered in undertaking assessments.
	Particular ethnic groups	The provider is experienced in delivering assessment services to children, young people and families from a range of backgrounds, with understanding of cultural background enabling engagement and insightful assessments. The service is able to communicate and consult with service users in a variety of languages, including utilising interpreters as required, in order to deliver robust multi-disciplinary assessments.
	People on low incomes	The provider is experienced in delivering assessment services to families on low incomes and they are knowledgeable of associated issues and risks. The Assessment Service is able to adapt and meet the requirements of individuals and families on low incomes.
	People in particular age groups	The Assessment Service will be able to provide assessment and support for children, young people and families of all ages, although assessments are typically required for pre-adolescent children. The service provider has the specialist resources and skills to assess physical and mental health and

		wellbeing of children who may be at risk of neglect. In particular, the delivery of this service by the recommended provider will ensure that the needs of vulnerable young children are met.
	Groups with particular faiths and beliefs	The provider is experienced in delivering assessment services to children, young people and families from a range of backgrounds, with understanding of religion and belief enabling engagement and insightful assessments. The service will be able to accommodate religious belief and practice when arranging and undertaking assessments, particularly when the majority of assessments will be delivered in the community.
	Other excluded individuals and groups	N/A

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>
No negative impacts identified	

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

4.3	Please document the reasons for your decision
	Based on data analysis, consultation and officer knowledge, the impact of the proposed contract award has been assessed as positive across the majority of protected characteristics and no negative impact has been identified. The service has been designed to be fully accessible to all service users where a family assessment is required, as directed by the court or requested by the local authority, and will not discriminate in any way. Robust contract management will ensure that all appropriate quality assurance measures are in place and the service continues to provide a positive impact on equality of opportunity.

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

As part of the contract mobilisation, a joint agreed approach to contract and service monitoring shall be agreed between the provider and the Council. This shall consist of three key approaches:

- Liaison with Referral Panel
- Quarterly Monitoring Reports and Meetings
- Annual Review

The **Referral Panel** will involve representatives from the provider, WCC and LBHF Family Services. The Panel will be responsible for the oversight and monitoring of individual cases referred to the Service. At each Referral Panel, the Service and Panel members shall discuss operational issues and good practice, in order to ensure the ongoing effectiveness of the service. This shall include monitoring of access to the service and any impact on protected characteristics.

The Referral Panel will also be responsible for the prioritisation of cases and management of referrals at high demand periods. This will be led by council officers and shall include negotiation with the courts on assessment timescales, pre-referral discussions and tracking of assessment progress and contract capacity to maximise access to the service and manage peaks and troughs in demand.

Quarterly Monitoring Reports will be submitted by the provider, including details on referrals and cases, court reports completed and assessment outcomes; details of accidents, incidents, complaints, compliments; summary of qualitative feedback received; up-to-date information on staffing arrangements. Quarterly meetings involving the respective contract manager from the provider and the councils, as well as the service manager, will focus on the information provided in the monitoring reports. This shall include service user profile information to ensure understanding and equality of opportunity for the service population.

Annual Review will reflect on service delivery over the contract year, identify service development areas and review activity levels for the forthcoming year.

4.5 Conclusion

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

Based on data analysis, consultation and officer knowledge, the impact of the proposed contract award has been assessed as positive across the majority of protected characteristics and no negative impact has been identified.

Due to the nature of the service working with vulnerable children and families involved in care proceedings, it is likely that the service will have a positive impact on particular ethnic groups, women, people on low incomes and people in particular age groups. The service provider is experienced in delivering assessment services to children, young people and families from a range of backgrounds, and can adapt to different cultures and languages. The service includes specialist provision for young mothers and domestic abuse victims. The service is likely to be accessed by more people from low income backgrounds and it can accommodate their particular needs and requirements, as well as being experienced in associated risks and issues. The service is most likely to be accessed by younger parents with children under the age of 11, so services are provided for children at a particularly vulnerable stage in their lives.

It is believed that there will be a slight positive impact on services users who are disabled or with particular faiths and beliefs, and no positive or negative impact has been identified for people of a particular sexual orientation or gender reassignment. Overall, the service provider is experienced in providing an inclusive service for vulnerable children and families from a range of backgrounds, which is tailored to meet the particular needs of each individual.

Joint mobilisation and service monitoring between the Council and the service provider will ensure the effective implementation of the service and that equality of opportunity is maintained throughout the ongoing delivery of services.

SECTION 5: Next Steps

5.1	Action Plan <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	During the mobilisation of the new contract, changes to the service provision unexpectedly affect access to existing service users.	Marginal	Regular mobilisation meetings between provider and the Council to ensure appropriate implementation of contract and any impact on service access, usage and delivery.	E – III (Very low / Marginal)	Joint Referral Panel to be established to oversee and monitor access to the service
R2	Lack of data and insight on service user profile means that any unexpected negative impact on a group or groups is not identified.	Marginal	The provider will be required to gather and report key demographic information relating to service users. This will improve analysis of service usage and allow the ongoing development of the service to ensure a continued positive impact on equality of opportunity. Such reporting will abide by all data protection and information governance requirements	E – III (Very low / Marginal)	Additional gathering of data and case studies by the provider

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:

Unit:

Email & Telephone Ext:

Date of Completion (DD/MM/YY):

WHAT NEXT?

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



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Service Proposals for the Divestment of Out of School Play & Childcare service
Lead Officer
i. Full Name: Jayne Vertkin, ii. Position: Head of Early Help Services, iii. Department: Family Services, Westminster City Council iv. Contact Details: Tel: 0207 641 5745
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA:
Version number and date of update
<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>
Version 3: 29.01.2016

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

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

1.1	What are you analysing?
	<ul style="list-style-type: none"> What is the project, policy or proposal? <p>This report considers the potential impact to service users of the proposals to divest the responsibility for the commissioning and delivery of out of school holiday and term time services to schools and third sector providers; and the resulting closure of the council run Play Service as new service delivery models are introduced from May 2016.</p> <p>It gives regard to the extent to which these changes might impact upon people with protected characteristics. Where a negative impact is identified it considers whether there is action that could be taken to mitigate this impact.</p> <p>This is a preliminary EIA. The equality impact implications for staff will be considered during the staff consultation process. This Equality Impact Assessment will be updated on conclusion of the consultation.</p> <p>The impact assessment will continue to be reviewed and refined throughout the staff consultation and new service development period from November '15 – April '16, with a final version produced by end of April 2016.</p>

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

In response to the Westminster Council decision to cease direct delivery of Out of School Play and Childcare service, it is proposed that:

(a) The council divests responsibility for the commissioning and delivery of Out of school holiday and term time services to schools and third sector providers with effect from May 2016.

(b) The existing in-house service will cease provision with effect from 27th May 2016

(c) Support will be provided to schools to either establish their own provision, or source alternative provision from a suitably qualified third sector organisation, which meets current and future demands of their school population.

(d) School Governing bodies take the lead responsibility in agreeing the organisation of the future term-time provision from their sites, with support and guidance available where required from the Council on the process to acquire alternative provision.

(e) The Council are encouraging capacity building in the voluntary sector market for holiday play scheme provision across the three localities, and facilitating an extended offer to school clusters during term time in two areas of the borough through lease arrangements for council owned property.

(f) The arrangements around concessionary rates subsidised by the council for families on low incomes will change. Following a review of targeted places, future targeted places for vulnerable children, will either be sourced as required through spot purchase arrangements by Children services or through use of school's pupil premium funding. The service will formalise criteria to support allocation and eligibility to concessionary or discounted provision.

The key stakeholders are:

- (1) Service users - Primary school age children and parent carers.
- (2) Service staff
- (3) Primary schools in Westminster

- **In what context will it operate?**

The Early Help Strategy 2014 – 2018 sets out the priority outcomes that Westminster is focused upon achieving with its children and families.

The Strategy establishes the framework through which services will be developed to deliver targeted provision. One of the Strategy's key objectives is to 'revise our service model of investment in universal services together with our key partners in line with our priority outcomes, in particular in respect of Play, Children's Centres and Youth Services.'

The Council has a statutory duty to continue to meet sufficiency in relation to childcare provision (Childcare Bill 2015). This can be met either directly, or by supporting the market or schools to deliver childcare within the Borough through effective capacity building.

- **What results are intended?**

The proposals will allow schools to develop and build upon existing school based after school and wrap around provision used by parents as alternatives to the in-house Play Service.

This approach will support the Council in meeting the sufficiency obligations for primary school age children under the Childcare Act (2006) whilst ensuring there is no future call on local authority funding. Any services obtained will also support schools in meeting their requirements under the Government's Extended Schools offer in response to local demand.

- **Why is it needed?**

To deliver savings in line with the council's budget setting process. The strategy is to create a model that will enable the council to divest responsibility for childcare and play to schools and third party providers.

- **Who is it intended to benefit and how?**

Access to quality and sustainable childcare for primary school age children is key to supporting people into/and remaining in employment and training. It is also important as an additional support option for those families, where the informal support network of extended family or friends is not available.

There are currently eight Ofsted registered services in the Borough, serving primary school age children. Of these, six are located on school premises, and two on council owned property. Between September 2014 and July 2015, there were 627 registered children aged 5-11 accessing the services during term time, with 63 per cent attending services in the most disadvantaged wards in the Borough.

At the time of this initial impact assessment there are up to 634 primary school age children using the service on a weekly basis and benefitting from the availability of childcare as part of an extended school offer across the 20+ schools.

The range of needs and support required by families will be further defined and has been tested as part of a school survey exercise during the Autumn term.

Further work around charging thresholds for low income working families and income maximisation will form part of the implementation review.

The future provision of Targeted places will be considered on case by case basis, and funded by either the school or the council where this is assessed as best meeting the family support needs.

- **Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?**

The proposals for Play services may change the level of provision available for those children and families currently accessing the service through a targeted / concessionary place. The intention is that any future out of school service will be a universal offer, therefore those children requiring targeted support will either need to be funded by schools through pupil premium, or the family services will work with the family to identify a specific package of support.

Children and families currently accessing the hub site at Sussex Street may be impacted negatively should the site not be available beyond May 2016. In September 2015 86 children

from up to 8 local primary schools attended the after school service at the site. Officers have not been able to identify a single alternative venue that could accommodate and meet current demand at Sussex Street but are currently in discussions with officers in Corporate Property to secure a short-medium term lease and investment for the site to ensure sufficiency levels are met and children of working parents are able to continue to access a service.

Plans are for a third sector provider to co-ordinate and manage future service provision for both term time and holiday services run from the Bayswater and Sussex Street Hub sites. Whilst market engagement activities have been undertaken it is still unknown as to how many providers will formalise their interest in managing services from May 2016. The Market Opportunity Notice was published in mid-January 2016 with a view that schools will run a selection process in mid February 2016.

A member of the public should have a good grasp of the proposal after reading this section.

1.2 From a service user and staff perspective, 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input 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"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

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

1.3	What do you think that the overall NEGATIVE impact on groups and	None / Minimal	Significant
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

communities will be?		
<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></p> <p>Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>		

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
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	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
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1.5	How have you come to this decision?
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	<p>The proposals do not change the criteria on which the future service can be accessed irrespective of which organisation is delivering the service.</p> <p>Several schools have indicated that they wish to consider the potential for an extended offer under new arrangements to include pre-school age children, and homework support for parents. This may be an enhanced offer to current provision, therefore the impact is considered to be positive with the potential for additional support under the new service model.</p> <p>The expectation is that as part of the remodelling of future provision, schools and third sector organisations will be able to determine the fee levels, however, schools have indicated that they are keen to ensure fees remain competitive and affordable for their school population; and also to ensure sufficient take up and sustainability. Schools selection criteria of future providers will include an affordability element to ensure current service users of the Play Service continue to be able to access service provision.</p> <p>For the two council owned community sites at Sussex Street and Bayswater the provision and delivery of childcare services will be through lease arrangements with third sector organisation. These organisations will have complete control of fee levels however; and whilst they will need to ensure they remain competitive to ensure they build a sustainable provision there is a risk that they could increase fees which would have a negative impact on low income families and single parent families.</p> <p>The proposals are likely to have a negative impact upon the workforce who will be at risk of redundancy if the proposals are approved. Where this applies staff will be offered re-deployment opportunities within the council and redundancy notices will only be issued as a last resort. In addition, outplacement support will be offered to all staff that are issued redundancy notices.</p>
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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. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

<p>2.1</p>	<p><i>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</i></p> <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	<p>Please see Appendix 1 for Service Usage Data. The service does not collect demographic data at this point.</p>
	<p>Disabled people</p>	<p>The current in-house service does not deliver a service to any disabled children. This is due to there being a separate contracted provision available through Westminster Society based in the North East Locality. This service currently provides 62 places in total; 32 for children aged < 8 years and 30 places for over 8’s. Of these places the provider is required to ensure 18 places for children with disabilities up to the age of 16 years.</p> <p>Childcare providers are legally required to provide ‘inclusive provision’ and make reasonable adaptations to meet the requirements of all children. Any outsourcing arrangements of the extended school and holiday provision would therefore be covered under these requirements.</p> <p>As any new provision will support and reflect the local school population, it is anticipated that any additional support needs will be identified through EHC assessment and planning, and therefore provide additional support to enable any disabled child attending mainstream education to attend the new services.</p> <p>The range of needs and support required, will be defined as part of the survey of parents for each school, and further considered based on school knowledge of SEN children on the school role.</p> <p>In addition the play and childcare needs of disabled children will form part of the re-commissioning of the specialist play service based in the North East in Lisson Green during 2016.</p>

		It is considered that any change to service provider will not disproportionately impact on disabled parents, as the intention is to signpost to alternative services in the same locality as current provision.
	Particular ethnic groups	<p>It is considered that the changes to service provider will not disproportionately impact on one ethnic group more than another, as all providers will operate a policy of inclusion.</p> <p>During the next stage of new service development analysis of current service users in relation to local demographics will be used to inform delivery by any future provider, to ensure cultural sensitivity in targeted provision, and ensure equity of access.</p>
	Men or women (include impacts due to pregnancy/maternity)	<p>Parents of service users will experience a change in provider for both term time and holiday out of school childcare and this from a practical perspective will involve a new registration and communication process with the new provider. However, schools will all be incorporating a mobilisation phase for new providers that will include meeting with service users.</p> <p>In relation to the potential risk of fee increases schools have all indicated that they are keen to ensure fees remain competitive and affordable for their school population and children accessing provision through the walking bus provision.</p>
	People of particular sexual orientations	This characteristic has not been identified as needing attention with regards impact from these recommendations.
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	This characteristic has not been identified as needing attention with regards impact from these recommendations.
	People on low incomes	<p>Families on low income are likely to be impacted by the proposals if fees increase, however, schools have indicated that they are committed to ensuring that the current provision remains affordable for parents wishing to use the service. Schools are working to engage new providers that are prepared to reflect those principles in their business planning.</p> <p>The arrangements around concessionary rates subsidised by the council for families on low incomes will change. This will be replaced by either supported places funded by schools through pupil premium or spot purchase targeted places for children in need funded through children services.</p>
	People in particular age groups	The age range for this service provision is for those

		<p>children aged 4/5 in reception class to rising 11 year olds in Year 6. This age criteria will continue under any new arrangements linked to primary school populations.</p> <p>Ofsted requirements define the differing staffing levels for service provision to children under and over 8 year olds. As this will continue to be a requirement under registration obligations of any new provider, there is no anticipated impact from the proposed changes.</p> <p>The changes to this provision for this age group will also be considered as part of the wider Early Help strategic transformation planning. Should 5-11 year olds be found to be disproportionately affected by spending decisions as part of the wider council efficiencies planning, then mitigating action will be considered at that point.</p> <p>Parents of working age will continue to benefit from the availability of alternative provision facilitated by schools and council lease arrangements.</p>
	<p>Groups with particular faiths and beliefs</p>	<p>It is considered that the changes to service provider will not disproportionately impact on one religious/belief group more than another, as all providers will be expected to operate a policy of inclusion.</p> <p>During the next stage of new service development analysis of current service users in relation to local demographics will be used to inform future provision to ensure equality of access with respect for the protected characteristic of religion or belief, or those families who have different religious or philosophical beliefs.</p>
	<p>Any other groups who may be affected by the proposal?</p>	<p>Human Rights or Children’s Rights</p> <p>It is considered that there is no impact on Human Rights from the intended changes to after-school and holiday play service provision.</p> <p>With regards Children’s rights, given the statutory requirement to ensure adequate access and sufficiency of childcare in an area, the council aims to ensure the availability of alternative provision for families where required.</p> <p>This will be managed during and beyond the transition process through:</p> <ul style="list-style-type: none"> • Supporting schools and external providers to transfer existing service users to new provision as appropriate • Signposting families to alternative local

	<ul style="list-style-type: none"> provision options to enable choice Improving directory of services available through FIS to inform parents of range of family support available including child minders.
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This section should be completed for all proposals that will impact on staff.

2.2 Build up a picture of the makeup of the workforce profile in the service affected.																																																																																																																																												
<p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <ul style="list-style-type: none"> Age Disability Gender Gender Reassignment Ethnicity Pregnancy and Maternity Religion/Belief Sex Sexual Orientation 	<table border="1"> <thead> <tr> <th rowspan="2">Group</th> <th colspan="2">Service</th> <th colspan="2">Council</th> </tr> <tr> <th>No</th> <th>%</th> <th>No</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="5">Age</td> </tr> <tr> <td>16-24</td> <td>7</td> <td>7</td> <td>35</td> <td>2%</td> </tr> <tr> <td>25-29</td> <td>21</td> <td>23</td> <td>148</td> <td>7%</td> </tr> <tr> <td>30-44</td> <td>24</td> <td>26</td> <td>893</td> <td>43%</td> </tr> <tr> <td>45-59</td> <td>36</td> <td>39</td> <td>854</td> <td>41%</td> </tr> <tr> <td>60-64</td> <td>4</td> <td>4</td> <td>115</td> <td>5%</td> </tr> <tr> <td>65 +</td> <td>1</td> <td>1</td> <td>33</td> <td>2%</td> </tr> <tr> <td colspan="5">Disability: Data currently unavailable from HR</td> </tr> <tr> <td>Yes</td> <td></td> <td></td> <td>66</td> <td>3%</td> </tr> <tr> <td>No</td> <td></td> <td></td> <td>897</td> <td>43%</td> </tr> <tr> <td>Not Known</td> <td></td> <td></td> <td>1115</td> <td>54%</td> </tr> <tr> <td colspan="5">Ethnicity: Data currently unavailable from HR</td> </tr> <tr> <td>Asian/Asian British</td> <td></td> <td></td> <td>145</td> <td>7%</td> </tr> <tr> <td>Black/Black British</td> <td></td> <td></td> <td>416</td> <td>20%</td> </tr> <tr> <td>Mixed</td> <td></td> <td></td> <td>62</td> <td>3%</td> </tr> <tr> <td>White</td> <td></td> <td></td> <td>1371</td> <td>66%</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>42</td> <td>2%</td> </tr> <tr> <td>Unknown</td> <td></td> <td></td> <td>83</td> <td>4%</td> </tr> <tr> <td colspan="5">Gender</td> </tr> <tr> <td>Female</td> <td>63</td> <td>68</td> <td>1192</td> <td>57%</td> </tr> <tr> <td>Male</td> <td>30</td> <td>32</td> <td>886</td> <td>43%</td> </tr> <tr> <td colspan="5">Pregnancy and Maternity</td> </tr> <tr> <td colspan="5"> <ul style="list-style-type: none"> Are any staff pregnant or on maternity How are they affected by this change <p>There is one member of staff on maternity leave. Arrangements were made for her to be able to participate fully in the staff consultation process.</p> </td> </tr> <tr> <td colspan="5">Religion & Belief</td> </tr> <tr> <td colspan="5">There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included</td> </tr> <tr> <td colspan="5">Sexual Orientation</td> </tr> </tbody> </table>	Group	Service		Council		No	%	No	%	Age					16-24	7	7	35	2%	25-29	21	23	148	7%	30-44	24	26	893	43%	45-59	36	39	854	41%	60-64	4	4	115	5%	65 +	1	1	33	2%	Disability: Data currently unavailable from HR					Yes			66	3%	No			897	43%	Not Known			1115	54%	Ethnicity: Data currently unavailable from HR					Asian/Asian British			145	7%	Black/Black British			416	20%	Mixed			62	3%	White			1371	66%	Other			42	2%	Unknown			83	4%	Gender					Female	63	68	1192	57%	Male	30	32	886	43%	Pregnancy and Maternity					<ul style="list-style-type: none"> Are any staff pregnant or on maternity How are they affected by this change <p>There is one member of staff on maternity leave. Arrangements were made for her to be able to participate fully in the staff consultation process.</p>					Religion & Belief					There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					Sexual Orientation				
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		Gender Reassignment
		Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?	No.
	Does TUPE apply to this proposal?	At the present time, TUPE does not apply as the council will no longer be involved in any service delivery provision. However, should the situation change as a result of securing a service provider by the end of the dis-establishment date, this will be reviewed.
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?	The re-organisation will result in a decrease in staff numbers as the Westminster Play Service establishment will cease from May 2016. (Approximately 49 headcount equating to approximately 16.6 FTE posts; 10 on a zero hour contract and 39 on a sessional claims basis).
	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	The re-organisation will be implemented by the deletion of all posts within the current Westminster Play Service staffing establishment.

2.3 Summary (to be completed following analysis of the evidence above)				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input 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 of particular sexual orientations	<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 type="checkbox"/>	<input checked="" 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 this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>i. Who will you consult with?</p> <p>ii. How will you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></p> <p>1. Public consultation:</p> <p>On 14 February 2015, Cabinet agreed proposals which would form the basis of a consultation with parents, providers and the wider community. Whilst acknowledging the intention to transfer responsibility for the organisation of a service, the Council wished to consult with families and key stakeholders about the potential enhancements to the locality model. The objective was to reconsider the core purpose and delivery offer, in order to demonstrate that families, especially the most deprived, would still be reached effectively.</p> <p>The public consultation ran over 2 weeks from January-February 2015, as part of a wider consultation and engagement strategy on Early Help Service in Westminster.</p> <p>The Council conducted 6 Information events, and both online and paper surveys. These were promoted by writing to all service users inviting them to events in their areas, in order to comment on the proposed changes.</p> <p>The online survey received over 300 visits and 40 responses, and the information events across 6 sites attracted 134 attendees. Respondents to the survey cited the low cost of attending current provision (74%), the consistency of staffing (64%) and the quality of the sessions (54%) as the aspects of the services that they wanted to be retained following any reorganisation of provision.</p> <p>2. Staff Consultation</p> <p>Staff consultation was conducted from 16 November 2015 – 4 January 2016, and the feedback from that process will inform the final version of the EIA.</p> <p>3. School Engagement</p> <p>School Head teachers and governors from the existing host sites are fully engaged in planning the future service model, in order to achieve an alternative provision from their sites where required. They are committed to ensuring that the current provision remains affordable for parents wishing to use the service, and are working to engage new providers that are</p>

	<p>prepared to reflect those principles in their business planning.</p> <p>The arrangements around concessionary rates subsidised by the council for families on low incomes will change. This will be replaced by either supported places funded by schools through pupil premium or spot purchase targeted places for CIN funded through Children services.</p> <p style="text-align: center;">4. Ofsted</p> <p>Any new service provider will be required to maintain and exceed the quality standards as required by Ofsted.</p> <p>The council is working closely with the current service managers, schools and service providers to ensure that for service users there should be a seamless continuity of service.</p>
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3.2	What might the potential impact on individuals, groups or staff 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>	
	Generic impact (across all groups)	See 1.1
	Men or women (include impacts due to pregnancy/maternity)	See 2.1
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	
	Particular ethnic groups	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	<p>Availability of Sussex Street site beyond April 2016 still to be confirmed.</p>	<p>Action: Children’s Services Directorate are working with Corporate Property to confirm investment and availability for the continued use of the site until longer term property plans have been mobilised.</p> <p>Outcome: Investment to the site will ensure it meets Ofsted regulations; increase the likelihood of market interest. The continued use of the site for the</p>

		provision of after school services will ensure that children attending up to 8 schools in the South of the borough continue to have a service provision to access.
	Lack of equalities data collation	Action: Service application form to be modified to include protected characteristics. Outcome: Equalities Data to be monitored effectively.
	Impact of change to concessionary criteria	Action: All families in receipt of concessionary places will be reviewed to reduce or eliminate impact. Outcome: Families to receive support as required.
	Incomplete Directory of wider childcare services within the borough	Action: FIS to research range of childcare services to signpost families Outcome: Comprehensive service information available

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy/proposal	<input type="checkbox"/>
	Continue the policy/proposal (impacts identified)	<input checked="" type="checkbox"/>
	Stop and remove the policy/proposal	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
	The reason for this re-organisation is because of significant reductions in budget from central government. The funding the Council receives from the Government is reducing and the Council has to save £100m over the next five years. To meet this challenge, Children's Services has reviewed and reprioritised all their services, to look at what the Council should provide and what can be better provided elsewhere.	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	The impact of the project proposals are being regularly reviewed through a Project Board which meets on a monthly basis. In addition, a communications strategy is in place to ensure key stakeholders are kept informed and updated, and also to address and respond to any issues and concerns identified by service users and staff.	
4.5	Conclusion	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	Subject to suitable alternative provision coming online, the level of provision in Westminster will be maintained. In some areas the offer may develop and expand in scope, which would have a positive impact on service users. The potential negative impact of higher costs and charges has been discussed with schools who understand the importance of keeping the service at an affordable level. The evaluation of bids by schools also includes a question on how providers will ensure affordable prices.	
	CONCESSIONARY CHANGES The number of children accessing the play service through concessionary places has been	

discussed with schools with a view that they can consider the use of Pupil Premium or other funding streams available to them to ensure vulnerable families and children can continue to access the future service.

There are risks associated with the divestment which if realised could negatively impact on service users through a reduction in provision. However, the Council is undertaking extensive market and stakeholder activity to minimise this risk.

Further impact analyses will be undertaken as the policy develops and will draw upon more detailed service user information which will allow for a greater understanding of any differential impact on people with protected characteristics.

SECTION 5: Next Steps

5.1	Action Plan <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 142	Family Services to work with Corporate Property to determine the investment required for Sussex Street to be made available for a short-medium lease	<ul style="list-style-type: none"> Working parents who may not have an extended support network in the area. Low income families Single parents in employment or seeking employment Children with limited access to play opportunities. 	<ul style="list-style-type: none"> Parents and children from up to 8 local primary schools who currently access the provision at Sussex Street are able to continue to access out of school child-care provision. Investment to the site will ensure it meets Ofsted regulations; increase the likelihood of market interest. 	<ul style="list-style-type: none"> Investment at Sussex Street. 	Jayne Vertkin (jvertkin@westminster.gov.uk) & Annabel Saunders (Annabel.saunders@rbkc.gov.uk)	26/02/16	Amber
	To respond to provider queries	<ul style="list-style-type: none"> All service users and potential 	<ul style="list-style-type: none"> Increased market interest 	<ul style="list-style-type: none"> Responsive and timely response 	Shirley Regan (sregan@westmins)	29/01/15	Green

	regarding current service provision and usage so as to continue to encourage capacity building in the voluntary sector for both holiday play scheme and extended term time provision.	service users who may require wrap around services.	in the delivery of future provision.	to provider queries.	ter.gov.uk) and Andy Cracknell (acracknell@westminster.gov.uk)		
Page 143	To continue to work with schools to ensure new providers keep fee levels affordable for families currently accessing the service.	The following groups who are all reliant upon affordable out-of school childcare: <ul style="list-style-type: none"> • Low income families • Single parent in employment • Parents seeking employment 	<ul style="list-style-type: none"> • Families currently accessing the service are able to continue accessing the new provision. • Working parents are able to remain in employment • Affordable out-of school childcare is not a barrier to parents seeking employment. 	<ul style="list-style-type: none"> • Regular support and engagement with schools as they develop their new services provision. 	Shirley Regan (sregan@westminster.gov.uk)	01.05.2016	Green
	FIS to run some specific sessions for parents on Working Family Tax Credits			<ul style="list-style-type: none"> • Workshop delivery through FIS 	Jayne Vertkin (jvertkin@westminster.gov.uk)	11/04/2016	Green
	To work with schools and Social Work teams to highlight how they will be able to	<ul style="list-style-type: none"> • Children in Need • Families of CiN 	<ul style="list-style-type: none"> • Children identified in need of a targeted Out of School childcare 	<ul style="list-style-type: none"> • Engagement with schools to formulate and agree school funding 	Jayne Vertkin (jvertkin@westminster.gov.uk);	30/03/2016	Green

	access places for children in need who would benefit from accessing the service.		place will continue to be able to access the provision. <ul style="list-style-type: none"> Parents will know how to access and request the service. 	mechanisms that could be used to access a targeted place. <ul style="list-style-type: none"> Communication to social workers and schools once new providers are in place. 	and Kate Holmes, Communications Department (kholmles@westminster.gov.uk)	30/04/2016	
Page 144	To also notify parents of the changes to the Targeted Places and how they will be able to access these in the future			<ul style="list-style-type: none"> Communication to service users and information update on FIS once new providers are in place. 		29/04/16	Green
Page 144	FIS to research range of childcare services to signpost families.	All parents and service users in the borough	Comprehensive out-of school childcare service information available to parents.	<ul style="list-style-type: none"> Review and update of existing out of school childcare records within FIS 	Janese Samuels (jsamuels@westminster.gov.uk)	01/03/2016	Amber

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
1	Investment at Sussex Street is not confirmed and finalised in time for new providers to agree lease arrangements	Service users would be need to be able identify and access alternative provision in the locality	Family Services are working closely with Corporate Property to ensure the level of investment is identified and agreed promptly. Alternative venues are being scoped with a range of partners including sports and leisure and schools.	C2	Short term contingency options to be scoped with local schools.
	Schools do not award to any of the interested providers	Delay to new service delivery models being in place	The Market Position Statement requested key information on quality, affordability and sustainability from all interested providers. Schools have also developed a robust selection criteria that meets their local needs and that of their school populations. Where requested, schools will also be supported in the selection and evaluation process of future providers.	D2	



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:

Unit:

Email & Telephone Ext:

Date of Completion (DD/MM/YY):

WHAT NEXT?

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

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EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Service Proposals for Children’s Centres in Westminster City Council.
Lead Officer
<ul style="list-style-type: none"> i. Jayne Vertkin ii. Head of Early Help Services iii. Family Services iv. vertkin@westminster.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA:
Version number and date of update

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

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

1.1	What are you analysing?
	<p>We know that many children and families, at different stages in their lives, find themselves faced with challenging situations and require additional support, advice and intervention. In the face of diminishing resources, we need to target children and families with the greatest need and work with partner agencies in an integrated way to achieve the best outcomes from our shared resources. In re-shaping the children’s centres the aim is to continue to support families in those groups with the greatest needs.</p> <p>This is a preliminary EIA. The equality impact implications for staff will be considered during the staff consultation process.</p> <p>What is the purpose of the proposal?</p> <p>The proposal covers changes to existing children’s centre provision. The proposals will see children’s centres as an integral part of a new early help model.</p> <p>This new model will be one of networked collaboration that consists of the following:</p> <ul style="list-style-type: none"> ○ The set-up of 3 children and family hubs (or early help hubs) that will support families with children across the age spectrum. These will develop from the existing 3 children centre hubs. ○ An early help partnership around each hub consisting of organisations who commit to developing a shared approach through joint sharing of information,

assessments and meetings.

- **A fortnightly early help partnership action / allocation meeting** to allocate and manage support to families through better co-ordination

Westminster currently has twelve children's centre sites – 3 hubs and 9 satellites. The proposed model will mean a different use of eight of the satellite sites.

The specific changes to children's centres within this model are as follows:

We will go further in targeting services to those families most in need by:

- Creating more 2 year early education places in existing children's centre sites.
- Further integrating with health services so that families with need are systematically identified earlier.
- Ensuring that the hubs are in the areas of greatest deprivation and offer a range of services to families who need extra help.

The **3 existing children centre hubs will become the 3 children and family hubs (or early help hubs, the name is still to be determined)**. The integrated range of children's centre services will continue but the 'hub' will also act as a place for services to be delivered for older children - after school and in the holidays. The children's centre services at the 'hub' will continue to provide the full range of support services for families. The up-coming consultation on this future model will ask families what services they would like to see for their older children in the hub.

The only other site that will continue to provide a range of children's centre services is **Maida Vale Children's Centre**. This is because this centre can attract clients from the north-east and north-west areas of Westminster and is set within an area of significant deprivation. It is also located on the site of St Augustine's primary and secondary school and supports the provision of a 0-19 service on the campus.

We will aim to expand the **2 year early education places** to 4 more children's centre sites – Maida Vale (located at St Augustine's), Queensway (located at Hallfield School), Bayswater and Westbourne (located at Edward Wilson School) Children's Centres.

The children's centre funding, and associated services, will cease at all other satellite sites. This includes the stay and play sessions currently provided by the Local Authority which will cease from October 2016. This will impact on parents, carers and children currently using these centres but we will work with the community to facilitate the set-up of stay and plays in community venues by training local parents and linking this provision with the children centres.

We will continue to **integrate with local health services to facilitate the very earliest identification of need**. Support from children's centres goes beyond the actual centre and many families receive help through a programme of home visiting. Through closer worker relationships with health visitors and midwives, and having them based in the children's

centre hubs, we are beginning to identify need in families much earlier.

A map showing the 4 children centre sites remaining in relation to deprivation is attached at appendix 1.

In what context will it operate?

The context in which children's centres operate is changing as follows:

- **Resources are reducing** while the demand for specialist services is increasing. Like other councils, Westminster needs to make further savings in response to budget reductions. The earliest possible intervention, through an integrated early years response, if successful can empower families to regain control of their circumstances and help transform the lives of vulnerable children without expensive state support. **It is vital that children's centres (and early help in the widest sense) are positioned to prevent escalation to more costly, long-term interventions.**
- **The OFSTED thematic inspection of Early Help (2014)** suggests that the interface between statutory interventions and early help needs further work to prevent re-referrals. Their work suggests that many cases that they audited still demonstrated that early help hadn't prevented escalation to higher level services.
- **The current children's centre buildings are expensive to run.** They cost us £259,000, which is 23% of the total children's centre budget in family services. However, what is more important than the buildings is how successfully children and families with additional needs are identified and collectively offered vital support.
- **Integration with local health services is improving** and it is this that supports the successful identification of need and the chance to then offer tailored support to families.
- **The introduction of the 2 year early education places has provided a framework for targeting families more effectively** and changed the usage of the children's centre buildings as most children in need will be accessing an early education place by 2. The evaluation of the initial 2 year early education place pilot by the DfE suggested that:
 - Children with any developmental delay catch up quickly with their peers thereby ensuring that they do not enter the universal entitlement with an even greater disadvantage.
 - Children who catch up and perform well at EYFS Profile Stage also do well at Key Stage 1 and the gains remain constant at least till age 11.
- **This means the children's centres are now mainly 'reaching' the 0 – 2 age group** because children who they need to reach should be accessing childcare from 2 years of age. This is

evident from current reach data, see attached at Appendix 3.

- **Locally, we will be re-shaping our child in need work and changing the nature of social work ‘assessments’**, ensuring that assessments are an intervention that can generate change. This gives the opportunity to re-shape the early help service with its own identity / brand.
- **There is a new commissioning framework**, which will support closer alignment of health visiting with children’s centres and therefore greater integration in work practices.

Who is intended to benefit and how?

This proposal will target families and individuals with particular vulnerabilities or who might require additional support. In particular the proposed model has prioritised the following groups:

- Children who are likely to not be school ready at 5;
- Children and families with more complex needs;
- Mothers and babies, including pregnant women;
- Parents seeking employment;
- Parents at risk of harm.

Some of these vulnerabilities are statistically more prevalent for individuals with certain protected characteristics.

The introduction of the 2 year early education places has provided a framework for targeting families more effectively and changed the usage of the buildings as most children in need will be accessing an early education place by 2. The evaluation of the initial 2 year early education place pilot by the DfE suggested that:

- Children with any developmental delay catch up quickly with their peers thereby ensuring that they do not enter the universal entitlement with an even greater disadvantage.
- Children who catch up and perform well at EYFS Profile Stage also do well at Key Stage 1 and the gains remain constant at least till age 11.

This means the children’s centres are now mainly ‘reaching’ the 0 – 2 age group unless the 2 year early education places are seen as an integral part of the children’s centre offer.

There is a new commissioning framework, which will support closer alignment of health visiting with children’s centres and therefore greater integration in work practices.

1.2 From a service user and staff perspective, 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Families with older children (5-19 years old)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	

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

1.3 What do you think that the overall NEGATIVE impact on groups and communities will be?		None / Minimal	Significant
		<input checked="" type="checkbox"/>	<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>			

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

1.5 How have you come to this decision?	
<p>Currently the stay and play sessions delivered at children’s centres are available at 10 of the centres and parents state that they provide considerable support in the 1st year of their child’s life, helping them to build social networks and preventing postnatal depression. A reduction in this provision will impact on both parents but women are the highest users.</p>	

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

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.

	Reporting period	Data Description	Measure	North West	North East	South
How many people use the service currently? What is this as a % of Westminster's population?	March 2014-15	How many people use the service currently? What is this as a percentage of Westminster's population?	All under 5 yr olds in reach	1899/43 %	2157/36 %	1265/38 %
Disabled people			Under 5s in 30% most deprived areas	1609/47 %	1147/59 %	632/41%
Particular ethnic groups			Under 5s in 10% most deprived areas	1509/47 %	795/51%	144/51%
Men or women (include impacts due to pregnancy/maternity)						
People of particular sexual orientations						

Increasingly, the majority of parents accessing the centres are now under 2 years as after this age many children are accessing the early education free entitlement. It is also in the first 2 years that research suggests early intervention has the greatest impact. If you therefore look at the data for September 2015 and look at reach for the under 1 years in the 10% most deprived areas the reach rises to 87% (NE), 90% (NW) and 82% (S) and in the 30% most deprived areas it is 89% (NE), 87% (NW) and 87% (S).

Appendix 2 provides further detail on the numbers of children the service currently works with including information on the number of children with a disability, the numbers from a BME background and the number of fathers. In each case the information provides a baseline for numbers present in each of the localities along with the numbers accessing children's centre services and the numbers 'engaged' with the service – defined accessing provision three or more times.

Appendix 3 shows the number of families accessing each of the stay and play sessions between June and November by level of deprivation. It also indicates the number of these children from a BME background. The table shows that over the last six months (June to November 2015) less than half the children attending

stay and play sessions came from the most deprived 10% of the community. 36% of attendees were in the 40% most deprived or below. 63% of the children attending these sessions were from a BME background.

Where stay and play sessions are reduced we will aim to replace them with the free 2 year early education offer for eligible families to support better targeting and reach of those families, who may not currently access early years services, and to mitigate against the impact of reducing the number of stay and play sessions, as the long term outcomes for children accessing the 2 year entitlement are significant.

The following tables show that although the average take up of the 2 Year Old Offer placements is consistent with national averages, it does show that Westminster does not achieve well for placements of children from the list of families provided to the Local Authority by the Department for Education (DfE).

CC Area 2 Year Old Take up		Nov-14	Apr-15	Aug-15	Data Source	WCC Take-up % (Ave)	London Take-up % (Ave)	England Take-up % (Ave)
North West	Families on DFE list (Baseline)	364	343	279	DWP List/LA placement and Application	-	-	-
	Families occupying place	143	141	166		-	-	-
	2 year old family take up percentage	39%	41%	59%		58%	51%	62%
	Families occupying a place matched to DFE list	91	111	125		-	-	-
	<i>Families who have submitted applications</i>	<i>44</i>	<i>50</i>	<i>10</i>		-	-	-

CC Area - 2 Year Old Take up		Nov- 14	Apr- 15	Aug- 15	Data Source	WCC Take- up % (Ave)	London Take- up % (Ave)	England Take-up % (Ave)
North East	Families on DFE list (Baseline)	260	266	233	<i>DWP list/LA placement and Application</i>	-	-	-
	Families occupying place	83	108	116		-	-	-
	2 year old family take up percentage	32%	41%	50%		58%	51%	62%
	Families occupying a place matched to DFE list	50	84	84		-	-	-
	<i>Families who have submitted applications</i>	27	37	11		-	-	-

CC Area 2 Year Old Take up		Nov- 14	Apr- 15	Aug- 15	Data Source	WCC Take- up % (Ave)	London Take- up % (Ave)	Englan d Take- up % (Ave)
South	Families on DFE list (Baseline)	175	174	123	<i>DWP list/LA placement and Application</i>	-	-	-
	Families occupying place	82	70	76		-	-	-
	2 year old family take up percentage	47%	40%	62%		58%	51%	62%
	Families occupying a place matched to DFE list	47	50	58		-	-	-
	<i>Families who have submitted applications</i>	12	35	14		-	-	-

The provision of the 2 year free entitlement in children's centres has made a significant contribution to increasing the number of places available to families since the previous changes; children's centres are now offering 71 new places for those eligible for the 2 year free entitlement. In some centres, wrapped around the 2 year offer is an invitation to attend a parenting group. It is this combination of early learning for the child and parenting support for the parents that is vital.

To achieve the focus on those children most at risk of the poorest outcomes, as stated earlier, we will propose to **extend the provision of the 2 year early education places** to the following sites – Maida Vale (located at St Augustine’s), Queensway (located at Hallfield School), Bayswater and Westbourne (located at Edward Wilson School) Children’s Centres. **Using an analysis of the Spring 16 DWP data (658 children) it suggests that targeting places within these children’s centres is correct** as the wards with the highest concentration of families eligible for the 2 year offer are as follows;

- Westbourne - 102 (15.5% of total eligible families)
- Church St - 100 (15.2%)
- Queens Park - 88 (13.4%)

Broken down by locality it is:

North West – 240, North West – 286, South – 132

Therefore based on the current supply of places the wards requiring further capacity building to accommodate increasing take up are: Church Street, Maida Vale, Harrow Road, Queens Park, Westbourne and Churchill.

This section should be completed for all proposals that will impact on staff.

2.2 Build up a picture of the makeup of the workforce profile in the service affected.																																																																																																																								
<p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <ul style="list-style-type: none"> • Age • Disability • Gender • Gender Reassignment • Ethnicity • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	<p>This data is unavailable. Staff are employed by a range of providers.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Group</th> <th colspan="2">Service</th> <th colspan="2">Council</th> </tr> <tr> <th>No</th> <th>%</th> <th>No</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="5">Age</td> </tr> <tr> <td>16-24</td> <td></td> <td></td> <td>35</td> <td>2%</td> </tr> <tr> <td>25-29</td> <td></td> <td></td> <td>148</td> <td>7%</td> </tr> <tr> <td>30-44</td> <td></td> <td></td> <td>893</td> <td>43%</td> </tr> <tr> <td>45-59</td> <td></td> <td></td> <td>854</td> <td>41%</td> </tr> <tr> <td>60-64</td> <td></td> <td></td> <td>115</td> <td>5%</td> </tr> <tr> <td>65 +</td> <td></td> <td></td> <td>33</td> <td>2%</td> </tr> <tr> <td colspan="5">Disability</td> </tr> <tr> <td>Yes</td> <td></td> <td></td> <td>66</td> <td>3%</td> </tr> <tr> <td>No</td> <td></td> <td></td> <td>897</td> <td>43%</td> </tr> <tr> <td>Not Known</td> <td></td> <td></td> <td>1115</td> <td>54%</td> </tr> <tr> <td colspan="5">Ethnicity</td> </tr> <tr> <td>Asian/Asian British</td> <td></td> <td></td> <td>145</td> <td>7%</td> </tr> <tr> <td>Black/Black British</td> <td></td> <td></td> <td>416</td> <td>20%</td> </tr> <tr> <td>Mixed</td> <td></td> <td></td> <td>62</td> <td>3%</td> </tr> <tr> <td>White</td> <td></td> <td></td> <td>1371</td> <td>66%</td> </tr> <tr> <td>Other</td> <td></td> <td></td> <td>42</td> <td>2%</td> </tr> <tr> <td>Unknown</td> <td></td> <td></td> <td>83</td> <td>4%</td> </tr> <tr> <td colspan="5">Gender</td> </tr> <tr> <td>Female</td> <td></td> <td></td> <td>1192</td> <td>57%</td> </tr> <tr> <td>Male</td> <td></td> <td></td> <td>886</td> <td>43%</td> </tr> <tr> <td colspan="5">Pregnancy and Maternity</td> </tr> </tbody> </table>	Group	Service		Council		No	%	No	%	Age					16-24			35	2%	25-29			148	7%	30-44			893	43%	45-59			854	41%	60-64			115	5%	65 +			33	2%	Disability					Yes			66	3%	No			897	43%	Not Known			1115	54%	Ethnicity					Asian/Asian British			145	7%	Black/Black British			416	20%	Mixed			62	3%	White			1371	66%	Other			42	2%	Unknown			83	4%	Gender					Female			1192	57%	Male			886	43%	Pregnancy and Maternity				
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		<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change
		Religion & Belief
		There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included
		Sexual Orientation
		There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included
		Gender Reassignment
		Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?	Breakdown of staff data unavailable from HR
	Does TUPE apply to this proposal?	Breakdown of staff data unavailable from HR
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?	Breakdown of staff data unavailable from HR
	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	Breakdown of staff data unavailable from HR

2.3 Summary (to be completed following analysis of the evidence above)				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientations	<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 checked="" 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 checked="" 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.

Consultation Information

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

In January 2015, consultation was undertaken with parents and service users around changes to Children's Centre provision that came into effect from 1 September 2015. At that time, respondents commented that children's centres were invaluable to all who use them, regardless of their social position and that they helped to build community. Positive comments were made about the quality of provision available at children's centres and the introduction of fathers' groups.

Parents and centre users reported that the 'stay and play' sessions were useful. Some respondents were concerned that the proposed changes would mean that they would have to travel further to access 'stay and play' opportunities and that any reduction in the number of sessions would leave the remainder oversubscribed. They also acknowledged that there were other groups in Westminster but they felt the quality provided at the children's centres was better.

Some respondents recognised the value of developing more targeted services but queried whether the new provision, and specifically the introduction of the 2 year old offer in more settings, would necessarily attract those families most in need. Some respondents observed that while there was a lot of provision available for under-fives in the local area, there was not very much that catered for parents and carers with very young children (under 1).

In January 2016 a consultation started on the current proposed changes to children's centres. This on Monday 4th January and will end on 30th January. Parents were given two options for expressing their views:

- Via an on-line questionnaire on the website.
- Via face to face group sessions in the hub children's centres. We have arranged for three sessions, one in each Locality

The **main themes** raised by parents in the face to face sessions have been similar to those in

January 2015:

- Parents with 'low mood' / postnatal depression need some form of drop-in service. So drop-in important in 1st year of a child's life.
- Some parents felt positive about keeping a network of stay and play sessions through a network of parent volunteers but others were more cautious about the loss of professional input and the reliability of volunteers.
- Some parents have suggested paying for services whilst others have said that this should never happen.
- There has been a positive acceptance of the idea of a children and family hub that can offer services for children of different ages but some initial anxiety that this would impact on children's centre provision.
- Concern about buildings and future use of sites and whether one 'hub' is sufficient as parents will need to walk further.

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>
	<p>Impact 1: Reduced centre based provision across the borough – impacting on women and children and those on low incomes, who are unable to pay for similar services.</p> <p>This EIA has identified that the reduction in ‘stay and play’ sessions provided from some children centres, will impact more on women, whilst acknowledging that some fathers benefit greatly from the provision too.</p> <p>We are committed to facilitating the set-up of community based stay and play sessions led by parents, faith or community based groups either in their existing buildings or in the children’s centre satellites on a sessional basis. Examples of such models are developing in Queens Park. We will provide training to parents wanting to run these sessions and will explore how to achieve this over the next 6 months. Parents are already volunteering to be part of this network. Each stay and play would be linked to a children’s centre.</p> <p>The expansion of the 2 year old provision is likely to have a positive impact on women, providing them with a time for learning and employment and an early learning experience for the children. Not only is this provision specifically aimed at disadvantaged groups but it also can be shown to significantly improve outcomes for the children, families and carers involved.</p> <p>Despite a reduction in centre based services, we will continue to improve how we identify need earlier by close working with health colleagues. Our links with health visitors and midwives is continuing to develop and we now have joint systems to flag families needing support earlier through effective sharing information. These systems are not dependent on a building and so if a family live in any area, and have need, they will be supported. An example of continued development in this area is new evidence based antenatal support programme – Baby Steps – which will be piloted from April 2016. We are also constantly striving to attract new services for residents through new partnerships, for example the Healthy Relationships, Healthy Babies Programme based at Queens Park Children’s Centre and providing support to families experiencing domestic abuse.</p>

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?
	No major change (no impacts identified) <input type="checkbox"/>
	Adjust the policy/proposal <input type="checkbox"/>
	Continue the policy/proposal (impacts identified) <input checked="" type="checkbox"/>
	Stop and remove the policy/proposal <input type="checkbox"/>
4.3	Please document the reasons for your decision
	<p>In line with the Early Help Strategy, these proposals aim to ensure that a range of services for children and young people are effectively targeted to those who require the most assistance and support. With reduced resources, this will ensure that services are able to have the maximum impact and will be better able to identify issues, tailor their response and thereby intervene so that problems can be resolved before issues escalate.</p> <p>This more targeted approach will mean that certain elements of service provision, currently provided on a universal basis, may be reduced or removed. This will impact upon the people currently accessing the services, and the EIA has considered what mitigation might be required or what further information is needed. In particular, the reduction in 'stay and play' sessions provided from some children centres, will impact more on women, as the highest users, but mitigation is planned to reduce the impact of this reduction.</p>
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
	<p>Children's centre staff, and organisations, delivering services out of children's centres will be required to monitor the attendance of all the activities</p> <p>To measure the impact of the proposals, staff will monitor the numbers and groups of parents who attend each session and record these on a database This data is reviewed regularly by a Management Board to ensure the services are reaching the appropriate children and families as specified in the core purpose for children's centres as specified by the Government and required in the OFSTED framework.</p>
4.5	Conclusion
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>
	<p>The Council continue to be committed to the goal that children in Westminster have the best possible start in life whatever the family's circumstances. However like other councils, Westminster City Council can only achieve this goal by making changes to its services to meet significant budget reductions.</p> <p>In line with the Government's children centres core purpose, Ofsted's measures on reaching the most vulnerable families, and the Council's Early Help Strategy, the proposals for children's centres aim to ensure that a range of services for children and young people are effectively targeted to those who require the most assistance and support.</p> <p>Whilst acknowledging that these proposals will have an impact on the lives of some families, we feel confident that the reduced resources will be targeted to those children at risk of the poorest outcomes and we will work to mitigate the impact for other families by facilitating a network of parent led stay and play sessions.</p>

SECTION 5: Next Steps

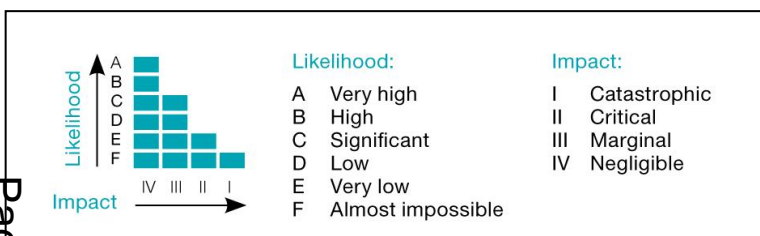
<p>5.1 Action Plan <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> <i>NB. Add any additional rows, if required.</i></p>							
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
Page 164	Communicate with current service users of Stay and Play sessions so that they are aware of other local provision, including, where appropriate, signposting service users to the new 'hubs'	Women, Children, BME groups	Families have access to a range of services in Westminster that are delivered by other providers	Information promotion through leaflets and websites.	Jayne Vertkin. Head of Early Help jvertkin@westminster.gov.uk Kaye Holmes, Account Director Policy, Performance & Communications Department kholmes@westminster.gov.uk / 020 7641 5713	July 2016	
	Encourage and support community and third sector organisations to consider their role in areas where stay	Women, Children, BME groups	Families have access to provision within their community, which builds social contacts and infrastructure	Time allocation to facilitate meetings Training of volunteers	Jayne Vertkin. Head of Early Help jvertkin@westminster.gov.uk	July 2016	

	and play provision is being reduced		within communities				
	Advertise and maximise outreach for the proposed 2 year old places.	Women, Children, BME groups	Better long term outcomes for children in terms of their attainment.	Buildings Staff Collaboration with schools	Phil Tomsett, Manager of the early Years Advisory Team ptomsett@westminster.gov.uk 0207641 7303	On-going	

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	Inability to recruit parent volunteers	Unable to mitigate against the impact for some parents	Discussing this with parents and will start the recruitment of parent volunteers early. Interest already expressed by some parents.	D	

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:Jayne Vertkin.....

Unit:Family Services.....

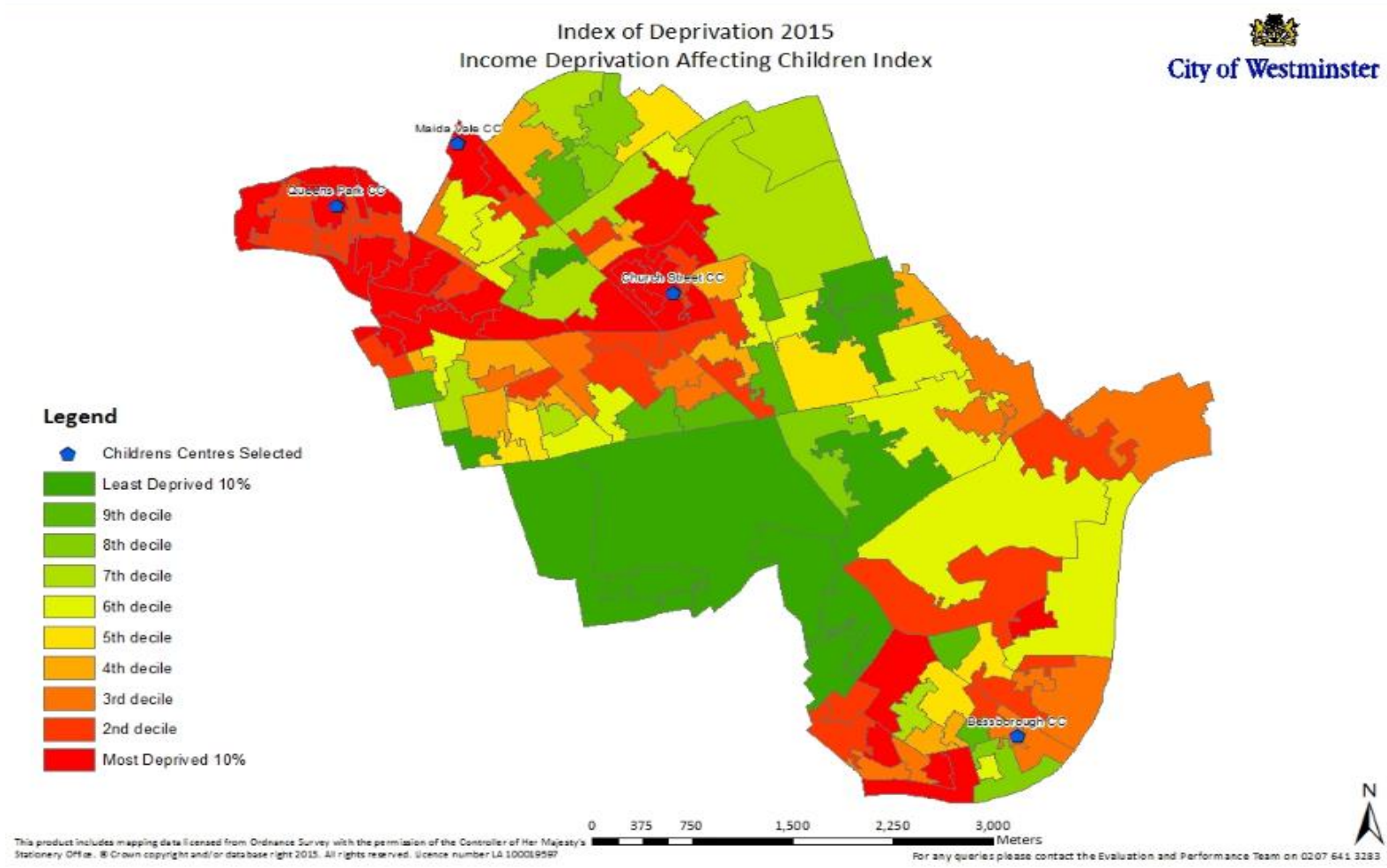
Email & Telephone Ext:5745.....

Date of Completion (DD/MM/YY):27th ...January 2016.....

WHAT NEXT?

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

Appendix 1 – Location of the hub sites and Maida vale Children’s Cent



Appendix 2 – Area Profile Data

North East

Area Profile Data	Measure	2012/13	2013/14	2014/15	Sep-15	Baseline Data Source
All under 5 yr olds in reach	Baseline:	5975	6015			ONS Mid Year Estimates
	Registered:	2725	3634	4535	4321	
	Access:	2361	2199	2157	2063	
	Engaged:	1198	1218	1152	1088	
Children 0-4 yrs old from minority ethnic groups	Baseline:	4212				Census 2011
	Registered:	1537	2637	2803	2787	
	Access:	1401	1465	1468	1397	
	Engaged:	701	791	781	845	
Teenage parents/pregnant	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:		6	6	8	
	Access:	4	11	5	7	
	Engaged:	No report	No report	No report	No report	
Lone Parents families with a 0-4 year child	Baseline:	944				DWP 2012
	Registered:			198	193	
	Access:	106	86	119	122	
	Engaged:	63	62	66	82	
Disabled children 0-4 years old	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:	21	17	20	18	
	Access:	20	20	14	16	
	Engaged:	16	11	10	18	
Disabled carers of Children 0-4 years old	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:				49	
	Access:	37	38	53	57	
	Engaged:	22	26	38	44	
Number of Fathers with a 0-4 yr	Baseline:	3338	0	0	0	Census 2011 -

old	Registered:	0	0	2122	2094	<i>Estimate</i>
	Access:	959	1141	1177	1178	
	Engaged:	418	574	577	563	
0-4 yrs in in workless households	Baseline:		915			<i>DWP 2012 and 2013</i>
	Registered:			1817	1682	
	Access:	1313	1358	929	0	
	Engaged:	No report	No report	No report	No report	
Families with Children living with domestic abuse	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:	0	59	60	63	
	Access:	30	42	34	27	
	Engaged:	22	31	22	27	
Families with Children living with adult mental health	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:	0	27	30	31	
	Access:	10	24	24	18	
	Engaged:	No report	No report	No report	No report	

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North West

Area Profile Data	Measure	2012/13	2013/14	2014/15	Sep-15	Baseline Data Source
All under 5 yr olds in reach	Baseline:	4308	4433			<i>ONS Mid Year Estimates</i>
	Registered:	2179	2936	3730	3691	
	Access:	1986	2054	1899	1869	
	Engaged:	1171	1235	1038	1001	
Children 0-4 yrs old from minority ethnic groups	Baseline:	2974				<i>Census 2011</i>
	Registered:	1196	1983	2099	2084	
	Access:	1102	1186	1153	1102	
	Engaged:	652	733	650	746	
Teenage parents/pregnant	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:		9	8	10	
	Access:	5	9	11	14	

	Engaged:	No report	No report	No report	No report	
Lone Parents families with a 0-4 year child	Baseline:	984				<i>DWP 2012</i>
	Registered:			573	555	
	Access:	266	312	328	322	
	Engaged:	171	202	196	198	
Disabled children 0-4 years old	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:	16	14	16	13	
	Access:	14	9	9	12	
	Engaged:	12	8	5	7	
Disabled carers of Children 0-4 years old	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:				56	
	Access:	42	39	39	40	
	Engaged:	24	24	24	19	
Number of Fathers with a 0-4 yr old	Baseline:	2072	0	0	0	<i>Census 2011 - Estimate</i>
	Registered:	0	0	1973	1966	
	Access:	808	1029	1059	1081	
	Engaged:	441	577	583	556	
0-4 yrs in in workless households	Baseline:		1165			<i>DWP 2012 and 2013</i>
	Registered:			1276	1140	
	Access:	1054	981	736	0	
	Engaged:	No report	No report	No report	No report	
Families with Children living with domestic abuse	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:	0	105	110	117	
	Access:	54	54	51	48	
	Engaged:	34	41	35	21	
Families with Children living with adult mental health	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:	0	21	25	28	
	Access:	4	19	19	19	
	Engaged:	No report	No report	No report	No report	

South

Area Profile Data	Measure	2012/13	2013/14	2014/15	Sep-15	Baseline Data Source
All under 5 yr olds in reach	Baseline:	3144	3301			ONS Mid Year Estimates
	Registered:	1663	2186	2723	2674	
	Access:	1185	1178	1265	1267	
	Engaged:	560	631	694	695	
Children 0-4 yrs old from minority ethnic groups	Baseline:	1994				Census 2011
	Registered:	950	1458	1588	1562	
	Access:	709	710	781	732	
	Engaged:	332	367	411	482	
Teenage parents/pregnant	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:		3	0	2	
	Access:	4	6	4	4	
	Engaged:	No report	No report	No report	No report	
Lone Parents families with a 0-4 year child	Baseline:	587				DWP 2012
	Registered:			216	203	
	Access:	105	110	120	113	
	Engaged:	66	76	85	75	
Disabled children 0-4 years old	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:	19	18	19	23	
	Access:	14	15	18	16	
	Engaged:	9	13	12	24	
Disabled carers of Children 0-4 years old	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:				42	
	Access:	53	55	53	52	
	Engaged:	29	34	38	34	
Number of Fathers with a 0-4 yr old	Baseline:	1716	0	0	0	Census 2011 - Estimate
	Registered:	0	0	1522	1544	
	Access:	533	649	740	728	

	Engaged:	221	321	383	384	
0-4 yrs in in workless households	Baseline:		575			<i>DWP 2012 and 2013</i>
	Registered:			696	602	
	Access:	408	406	361	0	
	Engaged:	No report	No report	No report	No report	
Families with Children living with domestic abuse	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:	0	82	90	109	
	Access:	37	40	46	39	
	Engaged:	37	37	38	33	
Families with Children living with adult mental health	Baseline:	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No baseline</i>	<i>No Baseline data</i>
	Registered:	0	9	19	23	
	Access:	3	10	19	21	
	Engaged:	No report	No report	No report	No report	

Appendix 3 - Under 5 year olds attending Stay Play Sessions between 01/06/2015 to 30/11/2015 (6 months), Split by Children Centre

locality	Centre	Level of Deprivation child living in:					BME	Total under 5s attended
		top 10%	10.1-20%	20.1-30%	30.1 -40%	over 40.1%		
North East	Church Street	198	20	9	26	123	269	376
North East	Micky Star	33	3	2	21	51	67	110
North East	Maida Vale	81	24	1	17	165	169	288
North East	Paddington Green	33	2	3	4	30	44	72
North West	Bayswater	78	0	12	27	97	109	214

North West	Harrow Rd	19	12	0	1	23	33	55
North West	Queens Park	440	28	7	11	105	389	591
North West	Queens Way	44	0	15	18	69	90	146
North West	Westbourne	65	4	5	1	8	55	83
South	Churchill Gardens	43	46	39	25	63	131	216
South	Marsham St	6	18	34	16	39	70	113
South	West End	1	0	10	12	67	57	90
TOTAL		1041	157	137	179	840	1483	2,354
% of Total under 5s attended		44%	7%	6%	8%	36%	63%	

Event on the system selected for reporting: "Drop in/Stay and play" and "Drop in/Stay and Play referred"

Source: Estart December 2015, IDACI 2010



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal	
Service Proposals for Westminster City Council Youth	
Lead Officer	
i. Paul Williamson ii. Lead Commissioner Young People Children's Services Commissioning 07967 347643	
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.	
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Date of original EIA:	
Version number and date of update	
<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>	
Version 1; 18 th January 2016	

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

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

1.1	What are you analysing?
	<p>What is the purpose of the proposal?</p> <p>The Council is targeting available resources at those who need support most, in line with the Early Help Strategy and to meet statutory duties.</p> <p>The proposal is to cease council funding for youth services from September 2016. Current contracts with commissioned youth providers expire in March 2016 and these will be extended until September 2016. This will allow time for providers to plan and develop sustainable service models that reflect the current funding environment.</p> <p>The youth offer in Westminster is delivered by a large number of organisations. Of these, thirteen are directly funded through the Children's Services Commissioning Directorate. The funded providers raise considerable resources from other funding streams and their reliance on council funding varies considerably. The providers are already working on the development of sustainable business models that are not reliant on council funding in future.</p> <p>Council officers are working with a range of funders, providers, and partner agencies to develop the future offer for young people. This will be achieved by setting up a Young Westminster Foundation, a new charitable body that will be well placed to maximise resources for the sector. The Foundation already has the support of a number of key local charities and will have good links to corporate donors.</p>

A charitable foundation will be able to take advantage of the unique opportunities presented in Westminster and its location within the heart of the biggest economy in the United Kingdom. It will develop the capacity of the sector providers and encourage a partnership approach between providers, funders and potential donors. It will support the sector to develop a service offer that will be more likely to result in a strong and viable offer for young people.

Whilst there is no need for the charitable foundation to be Council-led, the Council will be a committed sponsor of the charity. Given the independent nature of a charitable foundation it will set its own criteria and priorities in partnership with funding bodies, and is likely to support both universal open access facilities and more targeted work. Targeted support for young people with higher levels of need will be supported, and in some cases delivered, by the council Early Help locality teams and other statutory bodies.

The establishment of the Foundation model will take a minimum of 10 months and there is likely to be a gap between contracts for existing providers ending and a new 'foundation' model being in place with significant levels of funding secured. The Foundation will support the wider youth offer but is unlikely to be able to sustain many of the existing funded services. Providers will need to seek funding streams and the Foundation will help to facilitate this and also secure funding on behalf of members.

Existing commissioned providers will need to adapt quickly to the new funding model and a significant number of existing services may be reduced as a consequence. It is likely that some youth providers will struggle to be sustainable, although others are in a strong position to secure alternative funding to develop a revised model.

Two clubs currently provide young people's services which contribute to meeting the council's statutory duties for young people with Special Educational Needs and Disabilities (SEND). The council will consider options to sustain this provision until March 2017 and specialist services for these young people will continue to be supported through alternative means.

In what context will it operate?

The Early Help Strategy 2014 – 2018 sets out the priority outcomes that Westminster is focused upon achieving with its children and families.

The Strategy establishes the framework through which services will be developed to deliver targeted provision. One of the Strategy's key objectives is to 'revise our service model of investment in universal services together with our key partners in line with our priority outcomes, in particular in respect of Play, Children's Centres and Youth Services.'

Who is intended to benefit and how?

Existing contracts target provision for young people aged 11-19. They are likely to be young people living in areas of deprivation and needing additional support.

Existing services support hard to reach young people to access youth clubs, sports, and arts provision, and more specialist activities for young people with additional

	<p>needs.</p> <p>Providers also deliver educational and employment opportunities and tackle issues such as youth violence, healthy lifestyles, and building self-confidence.</p> <p>Why is it needed?</p> <p>To deliver savings in line with the council’s budget setting process. The strategy is to create a model that will secure alternative funding streams for universal and targeted services for young people in Westminster.</p>
--	---

1.2	From a service user and staff perspective, 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input type="checkbox"/>	x	<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	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

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

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		<input type="checkbox"/>	x
	<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></p> <p>Wherever a negative impact has been identified</p>		

you should consider undertaking a full EIA by completing the rest of the form.		
--	--	--

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
------------	--

	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
--	---

1.5	How have you come to this decision?
------------	--

	<p>There is a diverse range of youth providers in Westminster that attract resources from a wide variety of trusts, charities, agencies such as the Big Lottery, and public bodies. Many providers are not funded by the local authority, whilst others are more reliant on council funding for their existing youth offer.</p> <p>It is apparent that there are considerable opportunities for youth providers to develop their service offer to secure new funding opportunities. Within Westminster there is a range of funding sources that are under-utilised and by raising the capacity of providers there is scope to attract considerable additional resources to the youth sector.</p> <p>Following the Comprehensive Spending Review in November 2015 it has become clear that significant reductions in spending on non-statutory services is required for the Council to be able to declare a balanced budget.</p> <p>The decision to focus council spending on statutory and targeted services for young people with higher levels of need has resulted in the proposed reduction in funding for universal youth services from October 2016.</p> <p>This is a common issue facing local authorities at this time. Due to reductions in funding for universal youth services, Johns Lyons Charity and the City Bridge Trust have recently worked with the local authorities to establish 'Young People Foundations' in Barnet, Brent, and Harrow. The potential to raise income for young people's services from alternative sources is significant, particularly in Westminster, and the establishment of a Young Westminster Foundation will provide a mechanism to support providers to work collaboratively to attract funding.</p>
--	--

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

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.*

Current service users: Annual data 2014-15

See Appendix for the following data broken down by provider;

- Young people with a Learning Difficulty or Disability
- Young people from a Black or Minority Ethnic background
- Young people by gender
- Young people living in the 20% most deprived areas

Localities	North West	North East	South
How many people use the service currently? Currently accessed by (nos of young people 11-19):	701	845	280
Disabled people Number of disabled children and young people 11-24 years old	52	72	40
Particular ethnic groups % Children 11-19 years old from minority ethnic groups	88%	87%	79%
Gender % Male % Female	64% 36%	65% 35%	75% 25%
People of particular sexual orientations	No data	No data	No data
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No data	No data	No data
People on low incomes Target population – % 11-19 year olds living in 20% most deprived IDACI LSOAs Children aged 11-19 living in households	71%	63%	32%

	dependent on workless benefits	No data	No data	No data
	People in particular age groups			
	Number Teenage parents	1	1	0
	Groups with particular faiths and beliefs	No data	No data	No data

This section should be completed for all proposals that will impact on staff.

2.2	<i>Build up a picture of the makeup of the workforce profile in the service affected.</i>																																																																																									
<p>The workforce is located in thirteen different third sector providers. The council funding will only directly fund entire posts within some services and there is often a variety of funding streams available to providers.</p> <p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <p>Workforce information for the third sector providers is not held centrally by the council.</p>	<table border="1"> <thead> <tr> <th rowspan="2">Group</th> <th colspan="2">Service</th> <th colspan="2">Council</th> </tr> <tr> <th>No</th> <th>%</th> <th>No</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="5">Age</td> </tr> <tr> <td>16-24</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>25-29</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>30-44</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>45-59</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>60-64</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>65 +</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="5">Disability</td> </tr> <tr> <td>Yes</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>No</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Not Known</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="5">Ethnicity</td> </tr> <tr> <td>Asian/Asian British</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Black/Black British</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mixed</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>White</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Group	Service		Council		No	%	No	%	Age					16-24					25-29					30-44					45-59					60-64					65 +					Disability					Yes					No					Not Known					Ethnicity					Asian/Asian British					Black/Black British					Mixed					White				
Group	Service		Council																																																																																							
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		Other				
		Unknown				
		Gender				
		Female				
		Male				
		Pregnancy and Maternity				
		<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change 				
		Religion & Belief				
		There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included				
		Sexual Orientation				
		There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included				
		Gender Reassignment				
		Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.				
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?					
	Does TUPE apply to this proposal?	No				
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?	It is likely to result in a decrease in staff numbers. The total reduction will be dependent on the ability of providers to secure funding for new service models.				
	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	Not known				

2.3 Summary (to be completed following analysis of the evidence above)		None	Positive	Negative	Not sure
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the				

	impact positive or negative?				
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

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

3.1	Consultation Information
	<p><i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p> <p>The current consultation relating to these proposals finishes on the 31st January 2016 and uses an online survey to gauge opinion. Commissioners also attended a meeting of the Westminster youth council to discuss proposals.</p> <p>The following consultation activity was undertaken in January 2015 to inform a service commissioning strategy.</p> <p>Survey</p> <p>An online survey of young people's views on the key issues affecting them and how and where they preferred to receive information and support was held in December 2014 and January 2015. 28 young people responded. 11 young people with learning difficulties and disabilities completed an adapted version of the survey. When asked about the relative importance of different places in their community, 82% said that youth clubs or projects were most important. The survey then focused on the issues which young people most wanted support with under the headings of staying safe; school, work or college; relationships; health and wellbeing. Youth clubs and projects were cited as the preferred location at which young people would like to receive support for a number of particular issues. A summary report of the findings of the survey is available.</p>

Young People's focus groups – Jan 2015

Focus groups of young people were facilitated in youth clubs across the borough. There were a total of 10 different sessions involving 70 young people. They provided views on activities they enjoyed, advice and support they needed and how they preferred to receive this. Focus groups were also held with young people with disabilities. A detailed summary of all youth provision engagement activity is available.

Meetings with service providers – Jan 2015

These took place in each locality and were attended by 30 people in total:

North East Locality: 5 participants

South Locality: 13 participants

North East: 12 participants

Key themes for discussion included Flexible models; Targeting; Outcomes for young people; Working with partners; Quality of service.

A consistent and clear message from the locality meetings involving stakeholders was that the service should be based on and be responsive to young people's needs. There was a feeling that the age at which young people can use youth services might be lowered while it was felt that support was needed for older young people to move on to other services when they reached 19.

It was raised that many young people often will not want to travel far to provision for reasons relating to safety and cost. There was overwhelming agreement that youth services should maintain a balance between universal and targeted provision while young people should not 'feel' like they are being targeted. Budgets should be divided between universal and targeted provision with commissioned providers sharing resources better and communicating more effectively with locality teams and a wide network of other services and providers.

There was agreement that there should be an agreed and consistent method for monitoring and evaluating outcomes although outcomes monitoring should also be proportionate to the resource available i.e. level of funding. Quality marks were seen as positive with quality also ensured through contract management and better evidencing of impact. Participants felt that longer contracts (3 years minimum) would enable development of longer term strategies and therefore better quality and sustainability of delivery.

There was a very strong feeling across the workshops that youth services should not become part of locality Early Help teams and also that they should also remain separate from schools. The value and different dynamic of youth work should be recognised and developed.

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

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

Particular age groups

Services are funded for young people aged 11-19, young people attending youth services will be negatively impacted by a reduction in service.

Young people with a learning difficulty and/or disability (LDD)

Young people from this group are overrepresented in the monitoring information when compared to the borough population. There are however differences in the definition of disability and recording methods which should be borne in mind.

Youth clubs record learning difficulty and/or disability and is self-reported ie. the young person indicates whether or not they consider themselves to have a LDD. Overall 164 young people with a LDD attended a youth club during 2014-15, representing approximately 10% of all young people attending youth clubs. Proportions vary across providers with 100% of young people attending one of the two specialist disability providers having a LDD. In addition proportions of young people with LDD were higher than 10% at five other youth clubs. See Table 1 in appendix for more detail.

Approx 350 children and young people are known to the borough children with disabilities team or are receiving short breaks services. This cohort represents children and young people with a high level of need and is approximately 2% of the borough children and young people population. The actual borough population figure for young people with a LDD is likely to be higher.

The two clubs currently provide specialist youth club provision for disabled young people and are at risk. These clubs also contribute towards the council's statutory duties for SEND young people through the provision of short breaks/respite.

Young People from a Black or Minority Ethnic (BME) background

Overall, the majority (87%) of young people attending borough funded youth clubs are from a BME background and are over represented in the monitoring information compared to the borough BME population (38%).

The proportion of young people from a BME background varies from provider to provider, between 68% and 97%. See table 2 in appendix for more detail.

Young people are also overrepresented in the monitoring information in the wards with the highest proportions of young people from BME backgrounds; Church St 58%, Harrow Rd 58% and Queens Park 56%.

If available services reduce or close young people from a BME background would be negatively impacted.

Young men from the Bangladeshi community would be negatively impacted in the Church Street area if the Marylebone Bangladeshi Society (MBS) has to reduce or stop providing services.

Other clubs that work predominately with young people from BME backgrounds are the Avenues Youth Club, Stowe Youth Club, Amberley Youth Club and Fourth Feathers Youth Club. Young people attending these clubs would be negatively impacted by any reduction in services.

Gender

Compared to the borough population of 52% young males are over represented in the monitoring information, 69% of the overall youth club cohort are male. The proportion of young men attending differs across youth clubs with young men making up over 70% of attendees at seven youth clubs. See table 3 in appendix for more detail.

Girls and young women make up 31% of attendances at youth provision and are underrepresented in the monitoring information.

Young men attending MBS and targeted projects provided by Working with Men would also be negatively impacted by any reduction in service.

Deprivation

Overall, 62% of young people attending youth clubs live in a 20% most deprived Income Deprivation Affecting Children Index (IDACI) Lower Super-Output Areas, compared to the borough figure of 37%, young people are therefore considerably over represented in the monitoring information. Particularly so at youth clubs located on housing estates where the figure rises to above 60% at six clubs. See table 4 in appendix for more detail.

Approximately 1,100 young people attending council funded youth clubs live in the areas of highest deprivation in Westminster. These young people would be negatively impacted by a reduction in service.

Young people with particular faiths and beliefs

Faith and belief data is not routinely collected at youth services and as such the number of young people of particular faiths and beliefs that are over represented in youth club attendance is unknown.

However, one provider, Marylebone Bangladesh Society, predominately works with young Muslim men. In this case young people from this particularly faith would be over represented compared to the overall borough population of 18% and therefore negatively impacted by the proposals.

Young people of particular sexual orientations

Youth services do not collect data for people of particular sexual orientations and there are no specialist providers commissioned, therefore it is assumed that this equality group are not over represented compared to the borough population. No impact anticipated.

Teenage parents

There are only two teenage parents recorded as attending a youth club and are therefore not over represented in the monitoring information. No impact anticipated.

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: Impact on disabled young people	<p>Children’s Services officers have identified this as a key issue for the strategic review of services for young people with SEND. This statutory provision will continue to be made and alternative funding and services will be sought to support these young people.</p>
	Impact 2: Impact on young people aged 11-19	<p>This response addresses impact areas 1-6</p> <p>In the first instance, by working in close partnership with the voluntary sector providers, officers will seek to mitigate service closures and provide advice on other funding streams. There is likely to be a reduction in some existing services.</p> <p>Over time, the Young Westminster Foundation will mitigate against any further impact by providing and securing alternative funding for services. The Foundation will have equality of opportunity at its core which will inform all funding decisions.</p>
	Impact 3: Impact on young people from a BME background	<p>The new charitable foundation will build the capacity of the sector to secure alternative funding for the youth offer. Providers will need to respond to the expectations of funders and the council will only be one of the sponsors. The foundation model is designed to raise the capacity of providers, share and enhance resources, attract new streams of funding from a variety of sources, and develop a more responsive and collaborative youth offer that involved a wide range of stakeholders.</p>
	Impact 4: Impact on young men	<p>There will, however, be a gap between council funding ending and the Foundation being established and developed to the point that it is able to secure resources to sustain services. The length of this gap will be kept to a minimum, but could be several months.</p>
	Impact 5: Impact on young people living in areas of deprivation	<p>The level of the universal youth offer for young people will be dependent on the ability of the voluntary sector to develop and sustain provision.</p> <p>The Early Help service will seek to support the needs of</p>

	<p>Impact 6: Impact on young people from particular faiths and beliefs</p>	<p>young people through the effective provision of services for young people with additional needs. This will include health services, key worker support, links to employment services, and family support. Much of this support will be targeted at the equality groups identified in this assessment.</p> <p>There is likely to be a short-term reduction in the level of services for young people and this will impact on the identified groups.</p>
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<p>4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?</p>		
	<p>No major change (no impacts identified)</p>	<p><input type="checkbox"/></p>
	<p>Adjust the policy/proposal</p>	<p><input type="checkbox"/></p>
	<p>Continue the policy/proposal (impacts identified)</p>	<p>x</p>
	<p>Stop and remove the policy/proposal</p>	<p><input type="checkbox"/></p>
<p>4.3 Please document the reasons for your decision</p>		
	<p>The principal reason for the decision is to enable the council to focus limited funding on young people with higher levels of need and to set a balanced budget. Other reasons include empowering the youth sector to become part of a Young People’s Foundation that will have the capacity to raise funds for youth providers and attract funding to the sector.</p>	
<p>4.4 How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</p>		
	<p>The impact will be monitored through the Early Help service of the local authority. The data analysis team measure levels of engagement of young people at risk of negative outcomes. NEET (not in employment, education or training) figures are regularly measured by our data contractor.</p> <p>Public Health outcomes are measured by health professionals and youth offending and anti-social behaviour by Community Safety Teams. Other data relating to young people is monitored through the Commissioning Directorate to inform Commissioning approaches.</p> <p>Services for Children with LDD needs will be supported by the Special Educational Needs Team, Localities, and the Commissioning Directorate. These will be kept under review to ensure that young people with LDD continue to access appropriate services.</p> <p>The Westminster Youth Council will be engaged and consultation will be undertaken with young people. This will identify young people’s needs and measure the impact of any changes to services. It will inform the priorities of agencies and funders that will continue to support the youth offer.</p> <p>The Young Westminster Foundation will measure the impact of its work and collate data relating to funded projects. The impact of the Foundation will be monitored by trustees and information will be shared with the local authority.</p>	

4.5 Conclusion

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

The proposal is to cease council funding for universal youth services from September 2016. This will impact on services provided by up to 13 youth providers, although some providers will be better placed to sustain existing provision and/or attract funding to alternative service models.

The impact will be on the six equalities groups listed in Section 4.1 of this report. It is difficult to measure the full impact for two main reasons;

- Providers have capacity to secure alternative sources of income or develop new service models.
- Services are already in receipt of a variety of funding streams and the impact on services will be variable.

The council will invest in the new Young Westminster Foundation. The formation of a Young Westminster Foundation, in partnership with key sponsors from the public, charitable, and corporate sectors, will generate new resources for the future youth offer. This model is being developed in neighbouring London Boroughs and is likely to support a strong range of good quality youth services in the future.

To mitigate against risk the local authority will;

Continue to monitor outcomes and indicators for young people, alongside key partners, such as Public Health, Community Safety, employment agencies, local providers, the Young Westminster Foundation, and service users.

The Children with Disabilities Review will consider how to ensure continuing provision for young people with LDD needs that would otherwise suffer a loss of services as a result of this decision.

SECTION 5: Next Steps

5.1 Action Plan <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 190	Continue statutory provision for young people with SEND	Disabled young people	Positive activities Health and Well-being Employability Personal Development	Solution to emerge from the SEN and Children With Disabilities strategic reviews. Spot purchase funding for disabled young people.	Lesley Hill, Children's Services Commissioning. Mandy Lawson, Children with disabilities	31/3/2016	
	Support providers to develop sustainable business models	All	A strong sustainable future youth offer which meets the needs of young people. Provide support and training to existing providers.	Regular meetings with providers. Capacity building support.	Paul Williamson, Children's Services Commissioning.	31/7/2016	
	Review the impact on specific minority ethnic groups and provide	Specific ethnic/faith groups	Continued services for minority ethnic groups.	Analysis by the Commissioning Directorate.	Ed Knowles, Children's Services Commissioning	31/7/2016	

	information on available services			Support from WCC Communications Team to produce good information.	Paul Williamson, Children's Services Commissioning.		
	Ensure Young Westminster Foundation model targets low income areas and key equalities groups	Low income/ deprivation	Retain services which are targeted at low income young people and their families. Council is a co-sponsor of the proposed Young Westminster Foundation.	Officer support for the creation of the foundation model.	Paul Williamson, Children's Services Commissioning.	31/7/2016	
Page 191	Engage new funders, charities, trusts, CiL/Section 106, corporate CSR budgets, foundations, and key agencies in the foundation to maximise investment in young people's services.	All	Engagement with a wide variety of potential sponsors. Resource mapping	Officer support Commitment of key stakeholders	Paul Williamson, Children's Services Commissioning.	31/7/2016	

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	Capacity of the voluntary sector to continue to provide services after council funding stops in September.	Youth services close, reduced level of services	Officers to work with the sector to quantify risk, develop business models and provide support to access other funding available	BII	
R2.1	Unknown/long timescale between council funding stopping and the foundation being able to fund services.	Increased likelihood of youth services closing or providing a reduced level of services	To be addressed in the planning and implementation of the foundation. Gaining approval for the setting up of the foundation is a priority.	All	
R3.1	Unknown priorities of the foundation	Foundation model does not mitigate against impact to identified groups.	The council to be a committed sponsor of the foundation and influence foundation principles and priorities	DI	

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:Paul Williamson

Unit:Children's Services Commissioning.....

Email & Telephone Ext: ...paul.williamson@rbkc.gov.uk 07967 347643.....

Date of Completion (DD/MM/YY):19/1/16.....

WHAT NEXT?

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

Appendix – Service user data by provider

Table 1: Young people with a LDD by provider

Youth Provider	Total Children & Young people	Young people with a LDD aged 11-24	
		No.	%
Avenues Youth Project	245	12	5%
Caxton Youth Organisation	24	24	100%
City West Homes Youth (Churchill Gardens, Lillington & Ebury)	201	12	6%
Crypt Youth Club	60	2	3%
DreamArts	93	3	3%
Four Feathers Association	349	37	11%
London Tigers (WECH youth club)	57	10	18%
Marylebone Bangladesh Society (MBS) Youth Club	234	28	12%
North Paddington Youth Club	69	10	14%
Stowe Youth Club	182	23	13%
Westminster Society for People with Learning Disabilities	26	26	100%
Amberley Youth Club (Working with Men)	199	17	9%
St Andrews Youth Club (holiday only**)	191		
Total	1930	204	11%
* Learning Difficulty and/or Disability			
** No other demographic data provided			

Table 2: BME young people by provider

Youth Provider	Total Young people aged 11-19	Young people from minority ethnic groups	
		No.	%
Avenues Youth Project	245	225	92%
Caxton Youth Organisation	24	17	69%
City West Homes Youth (Churchill Gardens, Lillington & Ebury)	201	152	76%
Crypt Youth Club	60	41	69%
DreamArts	93	80	86%
Four Feathers Association	349	306	88%
London Tigers (WECH youth club)	57	52	91%
Marylebone Bangladesh Society (MBS) Youth Club	234	226	97%
North Paddington Youth Club	69	47	68%
Stowe Youth Club	182	159	87%
Westminster Society for People with Learning Disabilities	26	24	92%
Amberley Youth Club (Working with Men)	199	184	93%
Total	1739	1512	87%

Table 3: Young people by gender and provider

Youth Provider	Total Young people aged 11-19	Male		Female	
		No.	%	No.	%
Avenues Youth Project	245	129	53%	116	47%
Caxton Youth Organisation	24	15	64%	9	36%
City West Homes Youth (Churchill Gardens, Lillington & Ebury)	201	149	74%	52	26%
Crypt Youth Club	60	36	59%	24	41%
DreamArts	93	22	23%	71	77%
Four Feathers Association	349	250	72%	98	28%
London Tigers (WECH youth club)	57	52	91%	4	7%
Marylebone Bangladesh Society (MBS) Youth Club	234	207	88%	27	12%
North Paddington Youth Club	69	52	75%	17	25%
Stowe Youth Club	182	111	61%	71	39%
Westminster Society for People with Learning Disabilities	26	21	81%	5	19%
Amberley Youth Club (Working with Men)	199	154	78%	45	22%
St Andrews Youth Club					
Total	1739	1197	69%	541	31%

Table 4: Young people living in the 20% most deprived areas by provider

Youth Provider	Total Young people aged 11-19	Young people living on 20% most deprived areas*	
		No.	%
Avenues Youth Project	245	173	71%
Caxton Youth Organisation	24	9	36%
City West Homes Youth (Churchill Gardens, Lillington & Ebury)	201	47	23%
Crypt Youth Club	60	16	27%
DreamArts	93	46	49%
Four Feathers Association	349	242	69%
London Tigers (WECH youth club)	57	48	85%
Marylebone Bangladesh Society (MBS) Youth Club	234	193	82%
North Paddington Youth Club	69	33	48%
Stowe Youth Club	182	129	71%
Westminster Society for People with Learning Disabilities	26	14	54%
Amberley Youth Club (Working with Men)	199	134	67%
Total	1739	1084	62%

* 20% most deprived Lower Super Output Area (LSOA) according to Income Deprivation Affecting Children Index (IDACI)

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