



City of Westminster

Cabinet Agenda

Title: **Cabinet**

Meeting Date: **Monday 20th February, 2017**

Time: **7.00 pm**

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

Members:

Councillors:

Nickie Aiken (Chairman)	Robert Davis MBE, DL
Heather Acton	David Harvey
Daniel Astaire	Richard Holloway
Danny Chalkley	Tim Mitchell
Antonia Cox	Rachael Robathan

Also invited to attend:

Councillor Angela Harvey
Councillor Richard Beddoe



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 Committee 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 Committee Officer, Mick Steward, Head of Committee and Governance Services.

**Tel: 7641 3134; Email: msteward@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 Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. WELCOME

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any personal or prejudicial interests in matters on this agenda.

3. MINUTES

To approve the minutes of the meeting held on 12 December 2016.

(Pages 1 - 6)

4. 2017/18 BUDGET AND COUNCIL TAX REPORT AND MEDIUM TERM PLAN

Report of the City Treasurer.

(Pages 7 - 1026)

5. CAPITAL STRATEGY 2017/18 TO 2021/22, FORECAST POSITION FOR 2016/17 AND FUTURE YEARS FORECASTS SUMMARISED UP TO 2030/31

Report of the City Treasurer.

(Pages 1027 - 1090)

6. TREASURY MANAGEMENT STRATEGY STATEMENT FOR 2017/18 TO 2021/22

Report of the City Treasurer.

(Pages 1091 - 1120)

7. COUNCIL PAY POLICY 2017/18

Report of the Director of People Services.

(Pages 1121 - 1128)

8. CITYWEST HOMES - EXTERNAL COMPANY

Report of the Director of Housing and Regeneration and the Chief Executive of CityWest Homes.

(Pages 1129 - 1144)

**9. GOVERNANCE OF THE WESTMINSTER COMMUNITY
INFRASTRUCTURE LEVY (CIL) AND POOLED SECTION 106
RESOURCES**

Director of Policy, Performance and Communications.

**10. ANY OTHER BUSINESS WHICH THE CHAIRMAN
CONSIDERS URGENT**

(Pages 1145 -
1162)

**Charlie Parker
Chief Executive
10 February 2017**

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CITY OF WESTMINSTER

MINUTES

Cabinet

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Cabinet** held on **Monday 12th December, 2016**, Rooms 5, 6 & 7 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Baroness Philippa Coultie (Chairman), Nickie Aiken, Melvyn Caplan, Danny Chalkley, David Harvey, Tim Mitchell and Rachael Robathan

Apologies for Absence: Councillor Robert Davis, MBE, DL, Councillor Heather Acton and Councillor Daniel Astaire

1 WELCOME

The Leader welcomed everyone to the meeting.

2 DECLARATIONS OF INTEREST

There were no declarations.

3 MINUTES (10 OCTOBER 2016)

3.1 The Leader, with the consent of the Members present, signed the Minutes of the meeting held on 10 October 2016 as a true and correct record of the proceedings.

4 HEALTH AND WELLBEING STRATEGY (SEE REPORT OF THE EXECUTIVE DIRECTOR OF ADULTS AND PUBLIC HEALTH)

4.1 Councillor Rachael Robathan advised that the strategy was part of a statutory requirement and act as the local delivery plan to the North West London Sustainability and Transformation Plan. Councillor Robathan, in asking Cabinet to adopt the strategy, highlighted the four headline priorities as:

- Improving outcomes for children and young people.
- Reducing the risk factors for, and improving the management of, long term conditions, with a spotlight on dementia.
- Improving mental health through prevention and self-management and

- Creating and leading a sustainable and effective local health and care system.

4.2 **Resolved:** That the Health and Wellbeing Strategy for Westminster be approved.

Reasons for Decision: The Health and Wellbeing Strategy is a joint statutory responsibility of the Council and the Central London West London Clinical Commissioning Groups. The adoption meets this requirement.

5 **HOUSING INVESTMENT STRATEGY AND HOUSING REVENUE ACCOUNT BUSINESS PLAN (SEE REPORT OF THE EXECUTIVE DIRECTOR GROWTH, PLANNING AND HOUSING)**

5.1 Ed Watson, Executive Director of Growth, Planning and Housing advised that the report presented the latest 30 year Housing Revenue Account and the five year capital investment budgets and funding proposals.

5.2 **Resolved:**

- (i) That the indicative HRA Capital Programme budgets for 2017-2018 to 2021-2022, set out in Appendix B of the report be approved.
- (ii) That the proposed allocations from the Council's Affordable Housing Fund to new supply programmes be noted.

Reasons for Decision:

Adoption of the plans outlined in this report will enable the Council to invest in maintaining and improving the existing stock of homes and neighbourhoods within its management, while also delivering wider benefits to the City's residents and businesses. The financial plan will ensure the housing stock continues to meet the housing needs with which the City is faced and ensure the HRA remains sustainable and viable over the long term.

6 **COUNCIL TAX DISCOUNTS (INCLUDING COUNCIL TAX LOCAL REDUCTION SCHEME) AND COUNCIL TAX BASE REPORT (SEE REPORT OF THE CITY TREASURER)**

6.1 The Cabinet noted that this was an annual report which set out the statutory basis for the Council Tax Base. The Cabinet had previously considered the second homes discount and agreed to recommend no change to the Council.

Resolved:

- (i) That the Council be recommended to approve the following recommendations for the financial year 2017-2018:

- (i) That the Council Tax discount for second homes remains at 0%;
 - (ii) The Council Tax discounts for empty properties, including the discounts that replaced the previous Class A and C Council Tax exemptions, remain at 0%.
 - (iii) That a Long Term Empty Property Premium is not introduced.
 - (iv) That no new categories of “local” discounts be introduced at this stage.
 - (v) That the Head of Revenues and Benefits be delegated authority to determine any individual local discount applications from vulnerable Council Taxpayers received during the course of the 2017-2018 financial year under Section 13A(1)(c) of the Local Government Finance Act 1992.
- (ii) That the Council be recommended to approve the same Council Tax Reduction Scheme for 2017-2018 which has operated successfully since 2013-2014. The scheme is based on the Default Scheme Regulations but with War Disabled Pensions, War Widow, Pensions and Armed Forces Compensation Scheme payments disregarded in full when calculating a claimant’s income.
 - (iii) That the Council be recommended to resolve that the Council Tax Base for 2016-2017 for the Whole City is 126,975.59 equivalent Band D properties, for Montpelier Square alone 94.16 equivalent Band D properties and for Queen’s Park 3,346.26 equivalent Band D properties.
 - (iv) That the Cabinet recommended to the Council to resolve that the figures set out in (iii) above for the Council Tax Base for 2017-2018 be used by the Council to make a determination pursuant to the requirements of the Local Government Finance Act 1992.

Reason for Decision:

There is a statutory requirement for the Council to adopt decisions in accordance with the requirements of the Local Government Finance Act 1992.

7 HUGUENOT HOUSE - UPDATE (SEE REPORT OF THE EXECUTIVE DIRECTOR, GROWTH, PLANNING AND HOUSING)

- 7.1 Ed Watson, Executive Director, Growth, Planning and Housing introduced the report. He advised, in response to questions, that all possible options would be considered and presented to Cabinet in July 2017. He confirmed that the views of the Huguenot House residents would be fully taken into account, as well as the local business community.
- 7.2 Councillor Tim Mitchell referred to the considerable uncertainty which residents wanted resolved particularly as they had been told that a decision would be made in 2016.

7.3 Mr Watson drew the Cabinet's attention to a tabled submission on behalf of the Huguenot House Resident's Association which had been circulated earlier. He confirmed that the July 2017 reporting date had been set out as achievable.

7.4 **Resolved:** That the report be noted.

8 BERWICK STREET MARKET: RESPONSE TO PETITION (SEE REPORT OF THE EXECUTIVE DIRECTOR FOR GROWTH, PLANNING AND HOUSING)

8.1 Ed Watson, Executive Director, Growth, Planning and Housing introduced the report. He advised that a revised Appendix B to the report had been circulated. Mr Watson explained that a full response had been provided to the petition. The aim was to find a professional market operator, including the establishment of a governance board to oversee the market's operation. Any current market stall holder who did not wish to be part of the evolution of the market would be given the opportunity to transfer to another Westminster market.

8.2 In response to questions from Cabinet Members Mr Watson confirmed that the aim was to protect and restructure the market with the aim that it may flourish in future. The operator being sought would, he added, have a proven track record of market promotion and operation. Mr Watson also confirmed that regular meetings were being held with stall holder representatives.

8.3 It was noted that further work was required before formal proposals were submitted for decision.

8.4 **Resolved:**

- (i) That the receipt of the petition be noted.
- (ii) That it be also noted and confirmed that decisions will be made by the Cabinet Member for Housing and Regeneration and that the contract award falls to the Executive Director in view of its estimated value.

Reason for Decision: To note petition and that its content will be considered at the final decision stage.

9 TREASURY MANAGEMENT STRATEGY - MID YEAR REVIEW 2016-2017

9.1 **Resolved:**

- (i) That the Annual Treasury Strategy 2016-2017 Mid-Year Review be approved.
- (ii) That it be noted where the Treasury Management Strategy Statement has been exceeded and the action taken to rectify this noted.

- (iii) That the Council approve the new opportunities, set out in the report and these be added to the TMSS for investment purposes.

Reason for Decision: This report, and the related decisions comply with the requirement to have a TMSS.

10 ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT

There was no other business.

The Meeting ended at 7.35pm.

CHAIRMAN: _____

DATE _____

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City of Westminster Cabinet Report

Decision Maker: Cabinet

Date: 20th February 2017

Classification: For General Release

Title: 2017/18 Budget and Council Tax Report

Wards Affected: All

Policy Context To manage the Council's finances prudently and efficiently

Finance Summary: This report sets out the Council's financial framework for the 2017/18 financial year and Medium Term Future Funding Outlook

The Report of: Steven Mair, City Treasurer
Tel: 0207 641 2904
Email: smair@westminster.gov.uk

Executive Summary

- 1.1 The City of Westminster is the UK's cultural and entertainment centre; the unrivalled destination for tourists and overseas visitors; a strong local economy; the home of retail; and the custodian of our country's national heritage as well as the home of government and the Royal Family.
- 1.2 The Council's core offer remains our guarantee of clean streets, low council tax, excellent value for money local services and support for the most vulnerable.
- 1.3 City for All is the Council's strategy for delivering this guarantee and making Westminster a city with global standards and the Council providing exceptional services.
- 1.4 To deliver this strategy, the Council has three clear priorities for 2017/18, each of which are underpinned by robust delivery programmes:
 - The Council will place a renewed focus on how it supports the interests of residents whilst also recognising the very important role the city's businesses play in creating economic prosperity;
 - The Council will place a particular focus on supporting the aspirations of families in the city; and
 - As a global city with 24 hour demands that place particular pressures on our residents and businesses the Council will lead by example, setting the standard and working closely with partners to help deliver a world class city.
- 1.5 To support the delivery of these priorities and the underpinning delivery programmes, we will continue to embed the Council's values and behaviours for staff which underpin how it delivers services to its communities and how it operates as an organisation. They have been carefully defined to illustrate what is needed to enable Westminster to move forward and are summarised below:
 - **Productive** – to show initiative, drive and determination and help others to be productive and make informed decisions;
 - **Ambitious** – to constantly challenge, create new solutions and work as a team;
 - **Collaborative** – to work with partners and show local leadership, we treat everyone with courtesy and fairness and challenge one another respectfully; and

- **Enterprising** – to constantly seek better Value for Money and to reduce cost, we seek to generate growth and take managed risks to achieve the best outcomes.
- 1.6 Our strategy for 2017/18 builds on strong foundations. Since 2010 we have continued to deliver a wide range of world class essential services despite unprecedented financial challenges and a rapidly changing environment, receiving consistently high resident and customer satisfaction ratings, as well as managing our services within budget.
- 1.7 These services include:
- Adult's Services e.g. adult social care integrated care services;
 - Children's Services e.g. schools, family services, children's service commissioning and improvement and special education needs and disabled children;
 - Public Health e.g. families and children's, substance misuse, health commissioning and sexual health services;
 - Housing Operations e.g. homelessness and temporary accommodation;
 - Housing Benefits e.g. administration of housing benefit payments to residents and housing providers;
 - Housing Revenue Account e.g. the provision of affordable social housing;
 - Development and Strategic Planning e.g. planning applications and enforcement, as well as developing the overall City Plan;
 - Waste and Parks e.g. street cleansing, waste collection and provision of parks and amenities;
 - Parking Services e.g. residential parking and paid for parking and enforcement;
 - Public Protection and Licensing e.g. community safety, licensing and West End and city operations; and
 - Libraries and Archives which also includes registrar services.
- 1.8 As well as dealing with funding reductions caused by the national austerity measures, the Council has had to respond to ever growing demands and other pressures on its services. Consequently, the Council has examined every area of operation to identify opportunities to reduce costs and generate additional

income. The Council is also investing through its capital programme to ensure its property portfolio remains fit for purpose to deliver first class services and generate commercial income. This climate of austerity and increasing demands will continue for the foreseeable future but with our track record of continued leadership and management action the Council can deliver a balanced budget for 2017/18 and beyond.

- 1.9 There are two especially significant changes in the Council's current operating environment. Firstly, the withdrawal from the European Union (EU) following the referendum in June 2016 and secondly, the gradual move to fully localised business rates by the end of decade. The true impact on the Council of both these issues is not yet fully clear and brings both potential risks and opportunities.
- 1.10 The impact of the implementation of Article 50 will not be known for some time however the uncertainty over the outcome of the negotiations and timescales involved brings with it challenges in drawing up financial estimates and a long term strategic plan.
- 1.11 In particular, the future economic outlook and uncertainty caused by Brexit has the potential to impact on, amongst other things, interest rates (both for capital borrowing and investment of working cash balances), general inflation rates as well as specific issues such as labour costs in Adult Social Care and property values or rents. All of these factors, as well as the general performance of the economy and thus Central Government's potential ability to fund future public expenditure, could be affected by Brexit and this has the potential to impact on the Council's future financial outlook – either positively or negatively.
- 1.12 Within the existing Business Rates system, the Council must contend with the impacts of on-going issues, the decisions for which are beyond its control e.g. outstanding appeals which include those from prior revaluations. DCLG's spending power assumptions take inadequate account of original NNDR valuation errors when the 2010 List was first compiled and thus, despite real underlying growth in the Council's business rate taxbase, the Council has found itself with consistently and substantially lower NNDR yields than required to meet its DCLG-assumed Baseline Funding levels. This has meant that in each year since the introduction of localised business rates, the Council has been underfunded by the maximum 7.5% of Baseline Funding before the NNDR Safety Net applies. Until the system for dealing with valuation errors is corrected (currently believed to not be before 2022), it is expected to remain in this safety net position – for 2017/18, this shortfall in funding is calculated to be £6.33m. The total losses borne by the Council since the start of the localised Business Rates retention scheme, and not protected by the Safety Net threshold, will have totalled £30.64m by 2017/18.

- 1.13 Council officers are actively working with officials in the formal Systems Design Working Group (consisting of various local government representative bodies and others including: the Local Government Association; the Valuation Office; CIPFA; and DCLG) to engage with Central Government. The group is working to highlight on-going problems with Business Rate localisation arrangements and to propose viable, long-term solutions ahead of the full planned national localisation of Business Rates in 2020.
- 1.14 In addition to these two particular cross cutting significant changes, the Council will continue to face pressures arising through commercial, legislative, demographic and operational issues across the whole range of its services. Combined with these factors, the Council also has to finance contractual and salary inflation, pension cost increases, changes in national insurance and apprenticeship levy, capital financing and other pressures.
- 1.15 Despite these challenges, the Council continues to excel and deliver high-quality services focussing on meeting the needs of its residents and clients. This is as a consequence of long term planning and a transformational approach to service delivery. The Council is proud of its track record in rising to this financial challenge but is clear that financial discipline and prudence must continue to be at the core of its approach to budget setting.

Overview of the Financial Challenge and Environment

- 1.16 To meet the funding challenges in 2017/18, the Council has had to meet a total net savings requirement of £35.446m. This encompasses savings due to reduced government grants and cross cutting pressures and a further £10.729m to finance the net additional impact of direct service pressures resulting in total savings for 2017/18 of £46.175m. The proposals identified through the medium term financial planning (MTP) process to meet these challenges are set out in Schedule 4 to this report.
- 1.17 Following the offer of a four year funding allocation in the 2016/17 Local Government Finance Settlement (LGFS), the Council opted to accept this offer in order to gain some level of certainty on future funding and assist in service planning and collaboration with partner organisations. This gave the Council a Settlement Funding Assessment (SFA) reducing from £140.57m in 2016/17 down to £119.86m in 2019/20. The Council is assured by DCLG that by accepting this four-year deal it will not be worse off than if it had not taken up the offer. In line with Central Government conditions, in October 2016, an Efficiency Plan was approved by Cabinet, this was submitted to DCLG and approved by them and which has resulted in the Council receiving a four year funding settlement.
- 1.18 The savings challenge discussed above has arisen from reductions to the Settlement Funding Assessment (SFA) announced in the December 2016 Provisional LGFS for 2017/18 (still provisional at the time of drafting this report).

The SFA is comprised of Revenue Support Grant (RSG) and National Non-Domestic Rates (NNDR). Overall, RSG and NNDR fell from £140.568m to £130.571m, a reduction of £9.997m for 2017/18.

- 1.19 A more detailed examination of the December 2016 Provisional LGFS identified a further cash reduction discussed further in this report to the Council due to two changes in the way the New Homes Bonus (NHB) grant will be allocated from 2017/18. The Council did however receive a one-off new grant for 2017/18 to assist with Adult Social Care pressures.
- 1.20 The Council's forecast for its current year outturn has been improving over recent months and as at December 2016 indicates a closing position with an underspend against service budgets of £14.714m. The best estimate for the remainder of the year, taking into consideration all known risks and opportunities, will be for this position to marginally continue to improve. This will assist the Council in tackling its historic pension fund deficit and in meeting any emerging financial risks it carries whilst also strengthening its balance sheet both in terms of reducing liabilities and increasing its ability to absorb future potential financial shocks.
- 1.21 In respect to Council Tax, 2016/17 marked a change to previous years whereby authorities were previously offered an incentive in the form of the Council Tax Freeze Grant to not increase their element of Council Tax, however this is no longer the case. From 2016/17 those upper-tier local authorities who are responsible for Adult Social Care were also able to apply a new precept for Adult Social Care of up to 2% on their share of Council Tax bills for 2016/17. As part of this flexibility local authorities must complete a declaration to DCLG within 21 days of their annual budget being approved by Council. This declaration will compare budget changes in adult social care to the rest of the general fund to demonstrate that the Council has spent the funds raised from the precept on the purpose for which it was intended.
- 1.22 DCLG confirmed in the December 2016 LGFS that authorities would be able to apply this precept again but would have the option of increasing the level of the precept by up to 6% over the next 3 years subject to a maximum 3% in 2017/18 and 2018/19 and 2% in 2019/20. It is recommended the Council opts to increase this element by 2% in 2017/18 to make the changes more manageable to our taxpayers.
- 1.23 This precept is included within the Council's proposed budget for 2017/18 and would raise £0.997m of additional revenue for Adult Social Care pressures based on a 2% increase. For 2017/18, Cabinet are asked to consider whether to recommend to Council an increase in the general Council Tax requirement by 1.90% (as set out throughout this report by way of illustration) - this would be below the referendum limit of 2%.

- 1.24 Central Government calculate the increases in Council Tax for the purposes of holding a referendum and include in that calculation the impact of the Montpelier Square Special Expenses. Since this element is rising by 38.5% in 2017/18, the maximum that the Council's share of Council Tax can increase is 1.90% before the need for a referendum to be held is triggered rather than the headline 2%.
- 1.25 As well as the revenue budget, the Council is in the early stages of an ambitious capital programme which is directly linked to the aims and objectives of City for All and PACE. The programme is set in detail over a five year period from 2017/18 to 2021/22 at a gross budget of £1.235bn (excluding the HRA) and is fully funded through the use of external funding, capital receipts and borrowing. Including the HRA, the gross programme for this five year period is £1.935m. Capital investment is targeted to deliver the aims of City for All, delivering affordable homes, improved facilities and well-maintained infrastructure and public realm. This will help Westminster to maintain its status as a key global centre for business, retail, entertainment and tourism and continue to provide first class services for our residents. The Capital Strategy contains further details on the capital schemes and is reported separately on this agenda.
- 1.26 The Council tracks and monitors performance monthly and any risks are reported through routine management reporting along with the progress being made against the savings and growth targeted for the year. Westminster adopts a robust and pro-active approach to budget management, with a focus on strategic (corporate) and operational (service area) risks and opportunities.
- 1.27 A balanced budget will be set for 2017/18. Taking all these factors together the Council is well placed to meet its future financial challenges. On this basis the Council's 2017/18 budget is considered by the City Treasurer to be robust.
- 1.28 Throughout the process of setting the budget the Council has been very mindful of the impact of service changes or reductions on residents and the Equalities Impact Assessments (EIAs) are included in Annex C which decision makers will take into account when considering this budget report.

2 Recommendations

2.1 That Cabinet be recommended to approve the following:

- the 2017/18 budget, as set out in this report, and recommend to the Council the Tax levels (subject to their consideration of options around the potential to adopt any increase in the standard Band D amount) as set out in the Council Tax resolution at Annex B;
- that local element of Council tax is increased by 2% in respect of the Adult Social Care Precept as permitted by Government and anticipated in their Core Spending Power assumptions;
- that as a consequence of the general rise in Council Tax and the Adult Social Care precept the local element for Band D properties be confirmed for 2017/18 as £408.12 (subject to consideration of adopting any change to the standard Band D amount);
- that subject to their consideration of the previous recommendation, the Council Tax for the City of Westminster, excluding the Montpelier Square area and Queen's Park Community Council, for the year ending 31 March 2018, be as specified in the Council Tax Resolution in Annex B (as may be amended). That the Precepts and Special Expenses be as also specified in Annex B for properties in the Montpelier Square and Queen's Park Community Council areas as summarised in paragraph 6 of Annex B. That the Council Tax be levied accordingly and that officers be authorised to alter the Council Tax Resolution as necessary following the final announcement of the Greater London Authority precept;
- that the views of the Budget and Performance Task Group set out in Annex A be noted, considered and incorporated into the Cabinet's report to Council in accordance with the Budget and Policy Framework Procedure Rules in the Constitution;
- that the cash limited budgets for each service with overall net expenditure for 2017/18 of £173.850m (as set out in Schedule 3) be approved;
- that the City Treasurer be required to submit regular reports as necessary on the implementation of the savings proposals and on the realisation of pressures and mitigations as part of the regular budget monitoring reports;
- that the City Treasurer be delegated responsibility for any technical adjustments required to be made to the budget;

- that the cost of inflation, pressures and contingency be issued to service budgets if and when the need materialises, to the limits as contained within schedule 4;
- the changes in pension fund deficit contributions as set out in paragraph 5.34;
- that the views of consultees and consultation approach, as set out in section 21, be considered by Council;
- that the Council carries forward an unspent contribution from reserves balance of £1.0m into 2017/18 to support payments while options to absorb the expected reduction in Discretionary Housing Benefit payment from government are considered;
- that the proposed use of new capital receipts be used under the freedoms of the Flexible Capital Receipts regulations be used to fund revenue spend on City Hall, Digital Programme and Pension Deficit Recovery and leading to future on-going savings (and subject to review at year end to determine the actual costs, savings and financing by the City Treasurer) be recommended to Council for approval;
- that the Equality Impact Assessments included in Annex C be received and noted to inform the consideration and approval of this report; and
- that the Cabinet recommend that this report be submitted to the meeting of the Council on 1st March 2017 and Council be recommended to receive a speech by the Leader of the Council on Council priorities and financial aims.

2.2 That Cabinet consider recommending to Council that the local element of Council Tax be increased for Band D properties by 1.90% as exemplified throughout this report for illustrative purposes and propose substituted adjustments to the schedule of illustrative savings and growth items (as set out in Schedule 4) should they determine not to increase the Band D amount by this illustrative amount.

3 **Reasons for Decision**

3.1 The preparation of the budget is the final stage of the annual business planning cycle leading to the approval of the Council Tax for the forthcoming financial year. There is a statutory requirement to set a balanced budget and submit budget returns to the Department of Communities and Local Government (CLG). Approval of the revenue estimates constitutes authority for the incurring of expenditure in accordance with approved policies.

4 **City for All 2016/17 Update**

- 4.1 A selection of the Council's achievements and outcomes for the second year of the City for All programme includes:

Reputation of the Council

- 87% of residents are satisfied with the way the Council runs the City (up from 83% in 2012, and 19 percentage points higher than the national average);
- Westminster has consistently been a top performing Council in terms of customer satisfaction, but it has reached its highest levels in the last few years. It currently is at the highest level recorded since 2003;
- average satisfaction over the five years from 2012 to 2016 stands at 85% compared to 81% between the five years from 2007 and 2011; and
- 73% of residents in 2016 thought that the Council was efficient and well run, up from 62% in 2012 and the highest score ever recorded by the Council.

Council Tax

- Westminster has the lowest Band D Council Tax of any local authority in the country and is 45% lower than the Inner London average; and
- 66% of residents think the Council offers good value for money; this is 16% higher than the national average (50%).

Clean Streets

- despite the huge demands placed on services by the quadrupling of the Boroughs daytime population from workers, shoppers and tourists – and a flourishing night-time economy, 85% of Westminster residents are satisfied or very satisfied with street cleaning in the Borough – this is 14% higher than the national average.

Community Events and Participation

- over 13,000 time credits provided to volunteers across Westminster to spend on things they enjoy (March 2015 – October 2016);
- over 5,000 people took part in the 2016 Westminster Mile, the largest yet (5% higher than 2015); and

- over 25 shows took to Trafalgar Square to entertain the half million people watching the West End Live event. West End Live took place over the weekend of 18 and 19 June 2016.

5 **Financial Context**

Central Government: Funding Landscape

- 5.1 As noted earlier in this report, since 2010 Westminster City Council has faced significant financial challenges due to reductions in funding from central government along with cost and demand pressures within services. This process is on-going and will last for the foreseeable future and needs to be flexed as the Council develops a stronger understanding of future developments e.g. fully localised business rates retention and implications of Brexit. In November 2015 the Comprehensive Spending Review (CSR) set out the strategic direction for public expenditure. This confirmed significant reductions in the funding for Local Authorities. The Autumn Statement saw the focus move away from balanced public sector spending by 2020 – but has seen no reduction to previously planned reductions to local government funding up to 2020.
- 5.2 The Local Government Finance system is at a pivotal point, the previous system was highly centralised and allocated funding on the basis of relative needs and resources. By the end of the decade, this will be replaced with a fully localised system that is designed to make Local Government as a whole self-funding but consequently means that individual Councils will bear more risk than ever before.
- 5.3 This shift in risk has occurred since 2010, in the gradual move away from centralisation to that of localisation and greater emphasis on the provision of financial incentives in the funding system. The most visible examples were the introduction of the Business Rates Retention scheme, New Homes Bonus grant and abolition of Council Tax Benefit Subsidy. Projected national flat real growth in business rates poses real risks to the adequacy of long term local government funding.

Spending Review Updates

- 5.4 The Spending Review announced on the 25th of November 2015 outlined a number of significant changes to the Local Government funding regime, since when the following has occurred:
 - the Council responded to a consultation from DCLG in October 2016 which included input into pilot schemes which commence in April 2017 ahead of the full localisation of Business Rates in 2020. As part of the full localisation, local authorities will be given the freedom to set a local business rate at any

amount lower than the nationally determined uniform business rate (subject to the cost being borne by that council) in order to win new jobs and generate wealth. It is intended that this measure will strengthen incentives to boost growth, help attract business and create jobs.

- reforms to the New Homes Bonus (NHB) were announced and included the means of “sharpening the incentive to reward communities for additional homes” and reducing the length the grant would be paid (six years to four). The December 2016 settlement stated that in 2017/18, payments would taper down from six to five years and in 2018/19 would taper down from five to four years. Also, an annual national house-building baseline target of 0.4% is to be set before Local Authorities reach entitlement to NHB payments. New Homes constructed after initially being refused planning permission, by subsequently being approved on appeal may also in the future fail to qualify for NHB payments. The Council’s expected allocation for 2017/18 for the NHB grant is £9.7m which is a reduction of £3.5m over 2016/17.
- the Apprenticeship Levy will commence from April 2017 and will involve the Council making a payment of 0.5% of relevant employee costs into a digital account which will then be used to fund the training and assessment costs of apprentices across the Council. The value of this could be up to £800k p.a. Funds paid into the digital account must be spent on approved training providers or will be repaid to the Exchequer if unspent for these purposes.

This will not apply to apprentices who enter the Council’s employment before May 2017. Apprentices currently working for the Council are employed by the London Apprenticeship Company but from May 2017 apprentices will be directly employed by the Council. Whilst this may result in additional costs, it offers more flexibility in how apprentices are managed. Furthermore, the Council could benefit from the increased range of apprentice training-providers who will need to be more flexible and competitive.

- the Government announced real-terms Public Health savings of 3.9% over the period 2015/16 to 2019/20. The government will also consult on options to fully fund local government’s Public Health spending from their retained business rates receipts, as part of the move towards 100% business rate retention. The ring-fence on public health spending will be maintained for 2017/18.
- the 2015 Spending Review indicated that social care funds of £1.5 billion would be made available by 2019/20 (beginning from 2017/18) for local government, to be included in an Improved Better Care Fund. As part of the 2017/18 Technical Consultation on the Local Government Settlement, the Council reviewed and responded to DCLG on the proposals for distributing

the Improved Better Care Fund monies annually to individual Councils between 2017/18 and 2019/20.

- the 2017/18 financial year will be the final year of the current funding arrangements for the Dedicated Schools Grant (DSG), prior to the introduction of the National Funding Formula from 2018/19. Modelling is being undertaken for the financial impact of the new National Funding Formula on Westminster's schools. Initial estimates suggest a significant reduction in funding due to an anticipated shift of funding away from London. The Finance team will work closely with maintained schools to assist them achieve a balanced budget under the new funding arrangements

Autumn Statement 2016 Update Including Economic Outlook

- 5.5 On 23rd November 2016, Chancellor Philip Hammond delivered his first Autumn Statement. In it he made a number of policy announcements including confirmation that the Autumn Statement will be abolished and the Budget will be moved to the autumn. The 2017 Budget (in March) will therefore be the last spring Budget, and there will be a further Budget in the autumn of 2017. A new "Spring Statement" will replace the Autumn Statement from 2018.
- 5.6 In addition to the policy announcements, the Chancellor also provided updates on public finances, and the overall national economic outlook. The key headlines for Westminster are summarised below:

Financial Implications for the Council

- Business Rates – The Autumn Statement confirmed announcements previously made in the 2016 Budget to provide £6.7bn of savings to businesses over a five year period against their business rates bills. This is expected to benefit up to 600,000 business rate payers by the permanent doubling of small business rate relief (50% to 100%) and increasing the threshold at which the standard business rates applies to £51,000 (impacting 250,000 businesses). The cost to local authorities of this reduced localised business rate income is expected to be met by an additional section 31 grant.
- the lowering of the originally proposed transitional relief cap in respect of NNDR increases caused by the 2017 Revaluation from 45% to 43% is marginally better news for Westminster businesses but is not the 33% reduction the Council or New West End Company (NVEC) had lobbied. The change has no effect on the Business Rates Retention Scheme, as the transitional relief scheme is designed to be overall fiscally neutral, and there is therefore no effective income impact to the Council but will impact on local businesses NNDR bills.

- the National living wage will rise from £7.20 to £7.50 in April 2017. The increase has the potential to increase costs of services for the Council within the Council's supply chain e.g. Adult Social Care and cleansing
- the increase in the Insurance Premium tax from 10% to 12% from June 2016 will result in additional costs for the General Fund of approximately £25k and £45k for the HRA.
- the Autumn Statement forecasted a rate of CPI of 2.3% in 2017, 2.5% in 2018 and 2.1% in 2019, this compares to 0.7% for 2016. The impact of an additional 1% increase of inflation on the Council's cost base is approximately £6m.
- National Insurance thresholds for employer and employees will be simplified by aligning the two. There will be no additional cost to the employee but employers will incur an extra cost per employee. This is not expected to be significant for the Council.

Efficiency Plan and Multi-Year Settlement

- 5.7 On 17 December 2015, DCLG announced their intention to offer Councils four-year funding settlements. The intention of this was to enable better forward planning by providing greater long term funding certainty.
- 5.8 The offer of a four-year funding settlement was optional, but required any Council which wished to accept the offer to strengthen their financial management and make efficiency savings. As such, the requirement to accept the offer was to produce and publish an Efficiency Plan detailing planned savings and showing how the certainty of a four-year funding settlement could be used to bring about the opportunities for further savings.
- 5.9 The Council reviewed the offer along with the opportunities afforded by it and decided to accept – along with 97% of all other local authorities. As required, it produced an efficiency plan, which also included proposals to utilise capital receipts to generate further revenue savings, as directed by the Statutory Guidance on the Flexible Use of Capital Receipts issued by DCLG in March 2016. The efficiency plan was approved by Cabinet on the 10th October 2016 and subsequently endorsed by DCLG.
- 5.10 The four year settlement will allow the Council to improve strategic decision making such as by maximising value for money with suppliers, use of reserves and prioritising funding for service levels.
- 5.11 It should be noted though that the four-year annual settlement for an authority is dependent on several variables. For instance, the Government will update the Business Rates multiplier which is inflated annually by the RPI rate in September

of every year (changing to CPI in 2020). Also, future events such as the transfer of responsibilities to local authorities and transfers between authorities would impact an annual settlement. Furthermore, should any of the recent economic forecasts (e.g. borrowing levels, welfare savings etc.) slip or fail to be delivered, more savings from unprotected services such as Local Government may be required and so be reflected in future settlements.

- 5.12 The above was demonstrated in the December 2016 Settlement which included changes to the NHB grant which adversely impacted the Council's budget for 2017/18 and beyond.

Flexible Use of Capital Receipts

- 5.13 The Council plans to utilise the flexibility offered by Central Government on the application of capital receipts to fund certain revenue-related change costs. Included in the Council's approved Efficiency Plan from October 2016, was a strategy on the use of capital receipts under this provision.
- 5.14 The Council intends to apply capital receipts to fund the revenue expenditure of three projects which meet the criteria set out by DCLG. These projects are the City Hall Refurbishment which is expected to make flexible use of capital receipts to fund revenue to the value of £19m and the Digital Transformation project which seeks to achieve efficiencies in services by fully exploiting digital resources. The Council is also planning to utilise capital receipts to reduce the historic deficit on the Pension Fund and thus make future ongoing net savings of the annual deficit recovery payments. This has involved discussions with the Council's legal service, external audit and also colleagues from DCLG who have confirmed the acceptability of these proposals.

Adult Social Care Precept

- 5.15 The offer by the Secretary of State for Communities and Local Government to Adult Social Care authorities, effective from 2016/17, gave upper-tier authorities with ASC responsibilities the option to charge an additional precept on its Core Council Tax without the need to hold a referendum, to thus assist those authorities in meeting expenditure pressures in Adult Social Care.
- 5.16 There are on-going pressures on Adult Social Care budgets due to particular market cost pressures and forecast demand growth for care services as a result of increasing numbers of older people, people with disabilities and people with long term health conditions needing care. These demographic pressures are exacerbated by increasing pressure from hospitals to discharge patients in a timely fashion, particularly during the winter months. There is also added pressure from reduced capacity to make efficiencies from external care providers without affecting the quality of care they provide, along with an increase in homecare costs – potentially exacerbated by changes to the Living Wage.

- 5.17 The state of the market and unavoidable cost pressures will continue to be a major challenge. Activity and level of complexity is increasing alongside demographic changes, workforce pressures from the London Living Wage and National Living Wage and the driving down of price are all major dynamics that are impacting on the availability and quality of services.
- 5.18 The Adult Social Care Precept, recommended to increase by 2% for 2017/18, will support the Council in affording the increasing cost of these pressures.

Sustainability Transformation Programme

- 5.19 The Sustainability Transformation Programme (STP) describes shared ambition across the NHS and local government to create an integrated health and care system that enables people to live well and be healthy. The Council lies within the NW London region with 7 other local authorities and 8 Clinical Commissioning Groups (CCGs). It is an NHS led process and a draft plan of NW London's STP vision was developed with involvement from commissioner, provider, local government and patient representative groups. The plan recognises funding pressures in both health and social care, and plans for transformational investment in community, prevention and social care services, in order to reduce cost and activity in the acute system and deliver better outcomes for service users.
- 5.20 Feedback from NHS England (NHSE) indicates that they were "*very impressed*" by the commitment to system-wide working and noted that the proposals have great potential to deliver the Five Year Forward View as well as provide a route to sustainably improve services for patients. The latest submission of the STP was made on 21st October 2016 with refined financial and activity data covering all 5 delivery areas.
- 5.21 To reinforce the joint approach across health and local government a new governing body, The Joint Health and Care Transformation Group, has been established to oversee the STP plan and allocation of transformation funding. This will help to support joint decision making and an exchange of good practice across NW London with strong local government involvement.
- 5.22 A Finance and Estates group has been established to develop a single unified financial plan for health and social care linked to the STP. Work is underway to support discussions about the allocation of transformation funding and improvements to the capital and estates strategy to support out of hospital care. The group is focussed on ensuring that:

- the impact of plans for shifting care from acute hospital settings to out of hospital and home care is understood and taken in to account in planning social care activity levels; and
- the local authority projections of the social care funding gap are prepared on a consistent basis.

5.23 At this stage, there is insufficient detail to determine what the full impact and risks and opportunities on local authorities will be from the STP plans. Indicatively, there will be an increased burden on social care services provided by local authorities but offset by funding to be devolved from the NHS. Projections indicate that the delivery of plans will take until at least 2020/21 to fully work through.

5.24 There is estimated to be £110m in total cash allocated to the 8 LA's to support transformation programmes which deliver savings in the health and social care space. This will be split across the four years 2017/18 – 2020/21 and an indicative phasing of this has been given with £22m available for 2017/18, rising to £34m in 2020/21. This money is one-off and non-recurrent. It will need to be justified through the provision of business cases which demonstrate that value for money will be delivered through the investment of this funding.

Better Care Fund

5.25 Westminster has not yet received the funding allocation for the 2017/18 mainstream Better Care Fund (BCF). The latest position is as follows:

- guidance is expected to be available in February but may be later that month. There will be around 12 weeks (Stage 1 draft at 6 weeks and final signed off version at 12 weeks) to submit the plan;
- the plan is expected to cover two years and needs to include the local authority's Joint Integration Plan;
- the extra money for adult social care for 2017/18 is expected to be branded iBCF (i for improvement) and will be reflected in the BCF total and will be ring-fenced to social care; and
- lobbying has taken place to support the grant going directly to local authorities and this is the case in the latest draft guidance (although not yet formally published). The grant will be attached with conditions that it should be pooled into the Better Care Fund.

5.26 The draft guidance outlines that the funding will be paid as a direct grant under Section 31 of the Local Government Act 2003. The Policy Framework sets out that the following conditions will be applied to the grant:

- a requirement that local authorities include the funding in their contribution to the pooled Better Care Fund, unless an area has explicit Ministerial exemption from the Better Care Fund;
- a requirement that the funding is used to support adult social care; and
- this funding does not replace, and should not be offset against, the NHS minimum contribution to adult social care.

Pension Fund

5.27 The overall Westminster Pension Fund includes the City Council's requirements as well as a number of other admitted and scheduled bodies – for example City West Homes. The Council's attributable share of the Pension Fund has assets totalling £671m.

Triennial Valuation

5.28 The triennial valuation of the Pension Fund has just been completed by the Council's actuary. The latest report values the future liabilities of the Pension Fund and sets the employer's contribution rate for the three years 2017/18 to 2019/20.

5.29 The actuary reports that the employer's contribution rate is required to rise from the current 12.50% to around 15.83% in order to fully fund the cost of active members. The impact on the Council's on-going revenue budget of this revision is expected to cost an additional £2.5m over 2016/17 contribution rates.

5.30 As well as needing to make contributions into the Pension Fund for active members, the Council has to make contributions to address an historic funding deficit. The latest triennial valuation values the Pension Fund deficit at £285m as at 31st March 2016 compared to £320m at 31st March 2013. Despite the reduction, this positions the council as having one of lowest funded local government pension schemes in the country.

5.31 While the Pension Fund is in deficit it incurs an interest cost which it would not if it were fully funded. The cost of this interest increases the total contributions required to be made by the Council throughout the period until the deficit is repaid.

5.32 Strategies to reduce this deficit and the consequent interest costs have been explored with the actuary. A model has been produced whereby three one-off injections of £10.0m are made over the next three years together with three increases of £4.0m in the on-going annual contributions, followed by more

measured increases thereafter to account for the impact of inflation. This allows the repayment period to fall to 18 years and delivers a significant reduction in the total interest to be paid. This has been determined to provide an optimal mix of maintaining annual affordability whilst also offering the greatest saving in overall cost. This scenario is estimated to reduce the total repayments to £453m with a fully funded position by 2033/34. It also enables the on-going contribution rate in respect of existing employees to be increased to 15.83% as outlined above.

- 5.33 This compares to a previous scenario whereby contributions increased at £1.5m per annum, no one-off contributions were made, and the repayment period extended to 2047/48.
- 5.34 The total saving to the Council in cash paid out compared to that previous scenario would be £335m. To recap, this is achieved as follows:
- Increasing the annual contribution rate by £4m per year over the next three years (£2.5m in the first year going towards increasing the existing employees contribution rate to 15.83%)
 - making three one-off contributions of £10m;
 - reducing the recovery period to 17 years from March 2017;
 - thereby significantly improving the Pension Fund's position nationally as this moves towards a fully funded position by 2034.
- 5.35 The potential to make the three one-off contributions of £10m will be subject to the availability of either annual revenue resources (potentially from in-year under-spends) or capital receipts under the Flexible Use of Capital Receipts guidance published by DCLG. The City Treasurer will review the scope to use such resources as part of the year-end closure procedures. The performance of the scheme and deficit reduction strategy outlined above will be reviewed on a periodic basis to assess whether the strategy remains on track or whether further adjustments to payments or projections are required.

Government Actuaries Department Review

- 5.36 The Government Actuaries Department (GAD) undertook a review of all Council pension schemes during 2016, although it did not publicly release the findings as this first review was a fact finding and methodology testing exercise. We have, however, been given details of their last review, which found that in terms of deficit position the Westminster Fund was in the lowest (i.e. worst) decile across all schemes.
- 5.37 The Council's actuaries advise that should we opt to make the additional contributions outlined above, the Pension Fund's GAD-assessed rating and

position would improve significantly. It is understood that GAD are looking to enforce remedial action on the worst-performing pension funds, which (unless our position can be improved) could result in the Council being publicly required to alter its deficit recovery plans without having the freedom to choose the timing or rate of such changes.

Governance

- 5.38 The Local Pension Board has just completed its first year and reported on its activities to the Pension Committee and Full Council. The Board, comprised of both employer and employee representatives, is required to assist the Council to ensure compliance with the regulations and other legislation relating to the management of the Pension Fund.

The major governance development in the year was the issue of the Government's Criteria for Pooling (November 2015) that requires all local government pension schemes in England and Wales to form investment pools of at least £25bn with investment manager appointment and monitoring decisions undertaken at pool level. Westminster and all the other London Councils are members of the London Collective Investment Vehicle (CIV), set up to facilitate joint procurement of investment managers, with the objective of savings costs. One of the Westminster fund's existing investment mandates has already been transferred to the London CIV, another two are expected to transfer within months and a fourth was subject to a London wide fee arrangement that substantially reduced costs.

Wider Environment - "Brexit"

- 5.39 On the 23rd June 2016, the majority of voters elected for the Country to withdraw from the European Union (EU). In the period afterwards:
- the economy experienced adverse consequences through falling values in currency and the stock-market; and
 - both public and private sector organisations were left facing uncertainty on a range of issues including impacts on workforces, interest and inflation projections and macro-economic outlook
- 5.40 The exact details and implications for the UK and the Council from exiting the EU cannot be fully determined until there is more clarity on:
- exactly what is being negotiated and therefore the extent of any withdrawal i.e. the future relationship between the UK and European and non-European nations; and

- the timeframe for negotiations and implementing the outcome of these negotiations.
- 5.41 Some commentators, such as the Institute for Fiscal Studies, have considered the potential implications of a withdrawal on the UK's public finances. Some of these may have more of a direct impact on the Council than others. Also, some of these may be short term whilst others have longer term implications.
- 5.42 For instance, one of the most visible examples of a short term effect following the referendum has been the fall in value of Sterling as a result of the reduction in demand for Sterling-based assets. Consequently, in theory this could lead to higher inflation due to the rising price of imported goods which could also erode spending power and therefore result in lower demand. Higher inflation impacts the Council two-fold in that the Council's contracts will be indexed annually based on this higher inflation value and because the Council may have to pay more for general goods and services. Additionally it could impact on future local government pay settlements.
- 5.43 Over the medium to long-term, a withdrawal from the EU may potentially have implications on trade costs between the UK and European nations, foreign direct investment into the UK, regulatory changes and net migration.

Brexit Impacts on Treasury Management

- 5.44 The Council's Treasury advisors advised that "Brexit" could have both indirect and direct impacts on the Council and its investment counterparties. For instance, the decision by the Bank of England after the referendum to reduce the Bank Rate to 0.25% directly impacts on the Council as returns on investments are likely to reduce. The Government's long-term approach to monetary and fiscal policy and therefore the impact on the Council will be influenced by a potential withdrawal from the European Union and the path this takes.
- 5.45 The indirect impacts of withdrawing from the European Union are harder to identify at this stage but one such example cited by the Council's Treasury advisor is that of "passporting" rights for financial institutions. For example, the Council currently invests with financial institutions based in London who possess "passporting" rights which enable them to sell their products and services across the European Union. If any company or financial institution did relocate to Europe away from the UK (as some sector commentators have suggested may occur) due to the UK withdrawing the European Union, their domicile status would change and so could mean they fall outside of the Council's sovereign rating criteria and thus lead to a required change in the investment portfolio mix.

Impact of Brexit on Capital Programmes and Property

- 5.46 The general uncertainty of Brexit has implications for a number of factors within the Council's capital programme including, but not exclusively, borrowing rates, inflation, property prices and rental markets.
- 5.47 Initial expectations were that the referendum decision would see a decline in the property market which was reflected by property firms introducing uncertainty clauses within their valuations. These uncertainty clauses were designed to reflect the reduced probability that valuers' assessments of a property's worth would actually be realised if sold. The capital programme is also significantly reliant on capital receipts from sales funding the programme. Any fall in the property market may impact upon the affordability of certain schemes. Consequential changes to rates of return would also impact on commercial rental streams.
- 5.48 By September 2016 however, property firms had removed these uncertainty clauses to reflect the current position within the market. This however does not remove the risk that previous valuations may now be overstated, although it does suggest the initial concern around the referendum decision has subsided, at least in the short term.
- 5.49 The Council will continue to review and plan for developments related to the above as matters arise, these include:
- how negotiations on withdrawing from the EU could impact the retention and wage costs of certain sectors and therefore the Council such as in the case of social care e.g. care homes. According to one estimate, three out of five care workers in London were born outside of the UK and of this 28% in the EU;
 - modelling how unexpected "spikes" in inflation could impact the Council's gross expenditure e.g. contract costs, utilities and supplies and services;
 - examining potential risks and ensuring that there are adequate resources set aside to mitigate or manage these in the short term; and
 - utilising all possible means such as: the offer of a multi-year finance settlement; flexibility on using new capital receipts to generate efficiencies; and regular project monitoring.

Business Rates

- 5.50 The current Business Rates Localisation Scheme whereby local authorities retain 50% of their NNDR tax yield (30% Westminster and 20% GLA) was introduced from the start of 2013/14. A series of top-ups and tariffs was applied to re-distribute these locally retained shares back to a starting baseline position – after which local authorities would benefit from subsequent growth, or bear their share of the losses (down to a capped level of loss at 7.5% below Baseline levels). As part of a pilot arrangement the GLA will retain 37% of the yield from 2017/18 – offset by a lowering of the DCLG share.

- 5.51 Government intends to amend this system by 2020 so that all business rates are retained by local authorities. At the same time, they will revise the data and formulae used to determine the SFA and re-baseline local authority needs assessments. This system reset has the potential to see further changes to the Council's funding assessment and lead to further reductions beyond 2020/21 (subject to any damping arrangements that apply).
- 5.52 Westminster would have seen real growth in its NNDR yield since 2013 had it not been for the impact of back-dated appeals against the original 2010 rating assessments. The Council has experienced a very high number of appeals (over 40,000 by the end of November 2016) of which around 30% have been successful. Of these, 71% by value have been back-dated to 2010/11.
- 5.53 The Council is protected from losses caused by these back-dated appeals where net retained yield falls below 92.5% of Baseline funding levels.
- 5.54 Westminster has been below this level in every year since 2013/14 and the operation of the local NNDR retention scheme. As a consequence it has seen combined losses of over £30.64m so far when compared to DCLG's available spending power assumptions. Without such back-dated appeals the Council calculates it would in fact have experienced real growth above Baseline rather than suffered these losses. Officers are working with DCLG to resolve this issue, but fear a fair resolution might not be seen until at least 2022.

6 Key Legislative and Policy Initiatives

- 6.1 A number of financial uncertainties which could have material impacts on the Council's activities with potentially significant financial consequences have been identified as the result of legislative and policy changes. These are outlined below.
- 6.2 **New Policy Initiatives**

a) Devolution to London: health, employment and skills

As in previous years, London Councils and the Greater London Authority (GLA) put forward a Spending Review submission setting out proposals for devolution and reform in relation to employment, skills, business support, crime and justice, health and housing.

The core proposition was that London, like other cities, should have significant responsibilities devolved from the national level, allowing us to stimulate growth, boost housing supply and deliver more effective outcomes within a tight public spending settlement. Tackling these issues locally,

through integrated working, would allow us to focus on avoiding the costs of failure and to manage services sustainably in the face of rising demand and continuing fiscal restraint.

b) Work and Health Programme

Government announced in the Autumn Statement the devolution of the Work and Health Programme (WHP) to London. The agreement is that London, via its four sub-regions, will lead and own a devolved programme that will be qualitatively different to the national Work and Health Programme and will provide greater opportunity for local investment, integration and innovation. The Council will have a role in commissioning the Work and Health Programme across the central London sub region.

WHP is the national programme that will replace the previous employment support programmes, Work Programme and Work Choice. The new programme will last for four years with a two year tail off period. The funding envelope for WHP is significantly smaller than previous programmes; this means that many residents with a health condition or disability may not have access to an intensive, specialised, employment support offer. However, devolved Work and Health Programme offers sub-regions the opportunity to unlock future funding, access to local brokerage and public services, driving co-investment and opportunities to locally test what works with cohorts that have 'high costs and offer high savings' to public services.

c) Skills

The skills system in England has been widely criticised for being too complex and insufficiently responsive to the needs of businesses and the local economy. In London (and central London in particular), this problem has been particularly acute. The Government has sought to respond to this problem in two ways. Firstly, by launching an Area Based Review in London (and elsewhere) to look at whether the skills system was financially viable and had the capacity to meet the needs of learners and employers. More recently, it has signalled a willingness to devolve aspect of the skills systems to London as part of the London devolution deal.

- **Area Based Review.** London's Area Based Review has been carried out over the summer and early Autumn and has consisted of 6 meetings of sub-regional steering groups that include all the further education (FE) College Principals and Chairs, with input from the FE Commission, Joint Area Review Delivery Unit (JARDU) and the funding agencies. Each sub regional steering group is producing a report with recommendations both on mergers and on how the implementation of the recommendations will be governed

- Devolved budgets. The government confirmed in the Autumn Statement its intention to devolve the budget for 19+ adult skills (£400m per year across London) in 2018.

d) A New London Plan: A City for All Londoners

The Mayor of London has published a document entitled “A City for All Londoners” which sets out his “vision for a better city for all Londoners”. It is intended to set the tone for the London Plan and other Mayoral strategies and the direction of travel for his Mayoralty. Although there are clear changes in emphasis and language, the document does not presage any radical changes in policy direction. The London Plan and other strategies are likely to focus on the spatial, environmental and social consequences of population growth and how it can be accommodated; the challenges of Brexit; and delivery of infrastructure as resources (particularly for transport) are increasingly constrained.

e) Housing White Paper

On the 8th of February 2017, the Government published its Housing White paper. The paper set out proposals on the delivery of end to end housing which included:

- planning for the right homes in the right places;
- building homes faster;
- diversifying the housing market; and
- helping people now.

The implications of the proposals as set out in the White Paper are currently being evaluated in order to ascertain how they might benefit the Council’s delivery of services and financial position. This evaluation will address, amongst other things:

- how the proposals may impact on the Council’s ability to support the provision of more, and affordable homes, within the area;
- the impact of potential flexibility on possible changes to the HRA borrowing cap;
- the provision of utility infrastructure within the area;
- the implications on the Council’s overall planning strategy;
- potential financial impact on CIL / s106 agreement income (and its use); and
- future social housing rents and overall funding they deliver to the HRA

f) Mayor’s Supplementary Planning Guidance on Affordable Housing

The Mayor has set out a number of measures that will contribute to achieving his manifesto pledge of delivering 50% of new homes as affordable across London. This includes:

- publishing draft supplementary planning guidance (SPG) that sets a new 35% threshold to influence what viability evidence developers need to provide for affordable housing;
- introducing new mechanisms for the Mayor to review completed developments and require developers to make a greater contribution towards affordable housing if the viability is more favourable than estimated at the time the permission was granted;
- changing the tenure mix from 60% social housing and 40% intermediate housing to 30% social housing, 30% intermediate housing with the remaining 40% to be determined by boroughs. The SPG prescribes which intermediate products should be developed (London Living Rent or shared ownership);
- creating new conditions on development sites that benefit from grant to fund affordable housing to increase the amount of affordable housing that is expected to be provided; and
- creating new conditions to require developments on public land that provide affordable housing not to result in a subsequent uplift in land value.

The Council has responded to the mayor's consultation on the proposed changes and there will continue to be on-going engagement as these are shaped and decisions are taken by the Mayor on the extent to which these will be incorporated as part of the new London Plan.

g) West End Partnership

Formed in 2013, the West End Partnership (WEP) brings together senior public service and private sector leaders, academic experts and resident representatives.

All key stakeholders have come together in the WEP to design, implement and fund a £1 billion (real terms) strategic investment programme for the West End over the next 15 years. The investment programme comprises more than 40 projects to transform the West End's infrastructure, competitiveness and productivity and includes a range of projects to improve

the area's public realm; energy, broadband and waste infrastructure; traffic management; employment, skills and enterprise; freight and traffic reduction; security and safety; and inward investment promotion.

As part of this programme, a "Case for the West End" funding plan was submitted by the West End Partnership to the government during this financial year and was widely supported by partners in the West End. The funding mechanism will be confirmed as part of these discussions. One of the options with a strong rationale is a mechanism linked to Business Rates, if Westminster City Council retained locally 6.5% rather than 4% of the £2.1 billion Business Rates collected by the authority, this would provide over £400m of new public funding over fifteen years. This would be invested in infrastructure improvements and encourage inward investment which, from initial estimates could create £12.3 billion in additional economic output and generate at least £2.5 billion in additional tax, as well as over 100,000 new jobs and productivity gains in the UK economy.

The Council's original intention was to secure approval for the proposals in the Autumn Statement but following changes in the government it became clear that this year's statement was to work differently – less of a set piece setting out of funding plans and not all funding announcements made in either the statement or the Budget.

The economic and fiscal case for the West End has been well received by officials and now has good political support. It is believed that Ministers will be considering it shortly in the light of the macro-economic priorities the Chancellor began to outline in the Autumn Statement.

h) Local Government Finance Bill

The Local Government Finance Bill was introduced in the House of Commons on 13 January 2017. The overarching purpose for this is to provide the framework for the move to 100% local retention of Business Rates; specifically, this bill also sets out arrangements for:

- the ability for local authorities to reduce the national business rates multiplier in their local area to provide an incentive to boost growth in local areas;
- the GLA and other mayoral combined authorities to be able to raise a levy on business rates to help deliver infrastructure spend that promotes economic development;

- HM Treasury to be able to specify the measure of inflation to be used in determining the multiplier (currently it is the retail prices index). This will allow the Government to fulfil the commitment made in 2016 to move indexation of Business Rates to the generally lower CPI;
- a new relief for Business Rates for five years for the installation of new optical fibre;
- measures allowing billing authorities in England to make property owner arrangements and impose levies in Business Improvement Districts to support local regeneration. This will only occur if the majority of property owners in the proposed area have voted to do so;
- measures giving HMRC power to incur expenditure on digital services with the purpose of facilitating the administration or payment of Business Rates in England;
- the power to require billing authorities to provide online billing services where a ratepayer requests this;
- amendments to the current local government finance settlement process and the related approach to the setting of Council Tax referendum principles. This should give the Council greater financial certainty in between business rate reset periods;
- Local Government being able to keep 100% of growth in business rate income between reset periods. This is not the case at present due to the Levy and its removal is intended to further incentivise growth; and
- the Bill makes no specific mention regarding the problems caused by loss of yield relating to appeals caused by initial valuation errors which is a particular issue facing the Council as discussed previously in this report.

7 Local Government Finance Settlement 2017/18

7.1 The Provisional 2017/18 LGFS was announced on the 15th of December, and set out the following:

- the most significant element of the LGFS announcement for the Council is the Settlement Funding Assessment (SFA) which has fallen from £140.568m to £130.571m in 2017/18, a net reduction of £9.997m. This was in line with the Council's MTP assumptions based on provisional settlement information released in the December 2015 four-year LGFS;

- however, in addition to the reduction in the SFA, the Council incurs a further loss in 2017/18 due to a change in methodology for allocating the New Homes Bonus (NHB) grant;
 - the first change, the “tapering” of the grant payments from the earlier years of the NHB scheme had been anticipated and modelled in the Council’s MTP assumptions based on earlier announcements; however this change was more severe than expected in that it has been retrospectively applied to prior year allocations rather than being applied solely to new grants;
 - the second change, the introduction of a national 0.4% housing growth target was new and so could not have been reasonably foreseen in the Council’s financial modelling. This new 0.4% threshold has to be met first before NHB can be earned and so effectively reduces what the Council would have previously received as NHB grant; and
 - the total changes above equate to a £3.5m cash reduction over and above what had been modelled in the 2017/18 MTP process.
- the Government’s rationale for the changes and reduction in NHB has been to re-direct this funding towards Adult Social Care pressures. Therefore as part of the 2017/18 LGFS, a new “one-off” 17/18 Adult Social Care Support grant will be distributed to authorities based on the 2013 Relative Needs Formula. The Council’s share of this new one-off grant is £1.3m and whilst this partially compensates for the overall effects of the above £3.5m loss in NHB grant, out of the 21 authorities in London who lose more in NHB grant than gain from this new Adult Social Care Support grant, the Council ranks as losing the second highest amount.
- as part of the Settlement, DCLG calculate the “Core Spending Power” for each authority to compare year-on-year changes in total revenue resources. The headline reduction for the Council in 2017/18 compared to 2016/17 is a 3.5% reduction in Core Spending Power. The average reduction across England was 1.1%.
- it should be noted that the Core Spending Power assessment by DCLG makes a number of assumptions around decisions by local authorities such as increases to their Council Tax by maximum levels and being able to generate NNDR income at the assumed levels (something particularly problematic for Councils such as Westminster who are suffering the impact of historic ratings appeals decisions). The Council again projects a loss of £6.33m due to Business Rates appeals and losses which is not included in

the Government's Spending Power assessment calculation. Since the introduction of the 50% Localised Business Rates Retention scheme, the losses predominantly caused by back-dated appeals has cost the Council at least £30.6m in losses to the Safety Net. Indeed, without the impact of fully back-dated appeals, real underlying growth might have seen an actual surplus above SFA levels. Also, the Core Spending Power calculation includes revenue streams such as the Improved Better Care Fund and new Adult Social Care Support grant which are effectively already "earmarked" for Social Care activity and accompanies additional spending pressures.

- the option to increase Council Tax by an additional amount, i.e. the Adult Social Care precept, without a referendum has been amended to allow a maximum 3% increase for 2017/18. The Adult Social Care precept has to be used to fund pressures in Adult Social Care.
- an additional 2% for the precept would raise approximately £997k in income, which the Council would be required to separately disclose on the Council Tax Bill and demonstrate how these funds had been targeted on additional adult social care spending

7.2 The Final Local Government Finance Settlement has not been released at the time of circulating this report and is expected on or around the 22 February. The City Treasurer will provide an update on any announcements made by Ministers subsequent to despatch at the meeting.

8 **Financial Context**

Underlying Financial Strategy

8.1 The Council's financial strategy is to:

- balance recurrent expenditure with estimated income in order that the Council has a sustainable financial position, is able to deliver on its key objectives and successfully operate in a radically changed financial environment;
- maintain an appropriate level of reserves to protect the Council against future budgetary impacts and the continuing financial pressures which the Council faces;
- where opportunities arise, reduce liabilities to strengthen the Council's balance sheet to provide long term financial benefits. Specifically the long term benefit of investment in the Council's Pension Fund will be considered

where possible in the event of one off underspends over the course of the next 3 financial years by up to £10m per annum – this could include the flexible use of capital receipts;

- continue to proactively explore with partners possibilities of pooling resources to achieve joint outcomes e.g. STP and BCF;
- risk manage its budget estimates to ensure that they are robust and, to ensure that the budgets agreed are managed and delivered in year as required;
- operate to the highest standards of financial management in all areas in order that the Council's finances are robustly secured, value for money is obtained, all professional standards are properly maintained, step change improvements in finance are brought about at pace and rigorous review and quality assurance of all financial matters is undertaken;
- investigate and pursue external funding opportunities that are appropriate for the Council;
- plan over a medium term of 10 years in order that the Council is fully informed as to future scenarios and can prepare appropriate action; and
- challenge and improve all financial management practices seeking to (by way of example) minimise cost, maximise working capital opportunities, proactively manage its balance sheet, operate rigorous financial modelling and budget management, ensure financial advice is of the highest quality and bring about step changes improvement in its accounts.

8.2 The Council will deliver a balanced budget for 2017/18, as it has done in previous years, despite the considerable reductions that have already been addressed over the last four years and are likely to be faced over the foreseeable future. The Council's finances have been on a strengthening trajectory in recent months and continue to be so as the year-end approaches. As part of year-end planning it is intended to strengthen Earmarked and General Reserves in line with the Reserves policy. In line with Council practice, any further reductions in specific grants will be matched by reductions in associated expenditure.

9 Financial Performance – Revenue 2016/17

9.1 As at December 2016 (Period 9) the Council is forecasting a favourable variance to budget and over recent months has seen service departments generally under spending with some additional positive income variances. The expectation for the

remainder of the year will be for this position to marginally improve, however the Council is also reporting as at Period 9 net risks (unfavourable) of £2.529m.

9.2 The reported favourable balance as at Period 9 of £14.714m is largely due to:

- City Management and Communities who are projecting a surplus of £12.245m of which £9.5m is from additional income from parking bay suspensions, including unauthorised suspensions. A further £1.25m is due to increased income in Public Protection and Licensing (e.g. licensing and enforcement of penalty charge notices);
- Growth, Planning and Housing who are projecting a surplus of £713k of which £303k originates from the Westminster Adult Education Service due to savings on staffing following an internal restructure in the service and a further £300k relates to over-delivery of planning application fees in the Planning service;
- Children's Services who are projecting a surplus of £401k due to underspends in Children's Services Commissioning of £816k largely from early delivery of savings in legal, youth and early years. There is a further surplus in Children's Finance and Resources of £714k but is offset by overspends of £672k in Family Services and £494k in Education and Disability; and
- Corporate Services are who are projecting a surplus of £215k; this is largely due to savings on salaries (e.g. £200k from part year vacancies Procurement Development and Category Management).

9.3 Fundamental to any well managed organisation is a strong finance service. In times of unprecedented pressure on public sector finances this becomes all the more pertinent. Within Westminster City Council the finance service has been developed to lead the industry in its innovation, quality and value added to the organisation.

9.4 An illustrative list of the activities the service has undertaken during 2016/17 to raise standards are as follows:

- business planning processes which placed the achievement of City for All objectives and staff engagement at the heart of everything they do;
- implementation of the CIPFA FM model of self-assessment to review the organisation's financial management arrangements against best practice;

- a continued focus on working capital management and specifically the reduction of outstanding debtor balances;
- a comprehensive training and development programme putting staff at the heart of our business;
- working to embed best practice project management within the department;
- systematic programme of staff engagement and communication;
- culture change with the promotion of an enhanced positive creative attitude and ambition for instance through piloting Agile Ways of Working;
- a review of a wide range of strategies and processes to reflect a best in class service;
- introduction of a coaching mentality across the finance team to further drive culture change and staff empowerment;
- improved capital processes by embedding a more rigorous check on capital schemes, ensuring they fit strategically with City For All;
- quarterly full close down of accounts; and
- completion of a continuous programme of improvement for the Statement of Accounts.

9.5 Together with the work undertaken during 2015/16 to establish a firm foundation to underpin performance, these actions are now providing outstanding levels of performance. During 2016/17 the service was highly commended in the Municipal Journal Awards. In addition the department won team of the year in the Council's Westminster Way awards, evidencing the value placed in the service by colleagues across the organisation.

9.6 The finance service is seeking to achieve further improvements, efficiencies and achievements in 2017/18 in line with the department's drive for continuous improvement. This will be achieved through the motivation and empowerment of a workforce which is now industry leading across many of its functions.

10 Revenue Budget 2017/18

Funding Gap

- 10.1 As noted in Section 1 to meet the funding challenges in 2017/18, the Council has had to meet a total net savings requirement of £35.446m. This encompasses savings due to reduced government grant, capital financing costs, inflation (contractual and employee), pension deficit contribution, impact of national insurance changes and NNDR shortfall caused by back-dated appeals totalling £46.175m and £10.729m to finance the net additional impact of direct service pressures.
- 10.2 The savings agreed in the MTP process are summarised as follows:

Table 1: MTP Budget Change Classification

Budget Change Category	£'000	%
Financing	6,885	14.9
Commercial	16,261	35.2
Transformation	9,100	19.7
Efficiency	13,327	28.9
Service Reduction	601	1.3
Total	46,175	100.0

Approach to Meeting the Funding Gap in 2017/18

- 10.3 The process for identifying the 2017/18 savings proposals was begun internally in May 2016. A number of proposals approved in the 2016/17 budget will deliver further full year benefits which then deliver additional savings for 2017/18; and a number of savings for 2017/18 had been identified in the previous year's medium term planning rounds.
- 10.4 These proposals were therefore revisited to assess their viability and the scale of saving that could be delivered in 2017/18. As the totality of these proposals brought forward from the previous year's process would not deliver the full amount of efficiencies required, officers were asked to make further proposals for savings and these were considered at a series of monthly "Star Chamber" meetings up until September 2016, along with the updated position on the projected budget.
- 10.5 Regular liaison and leadership by Cabinet continued throughout the process. The position was refined when the provisional LGFS was announced at the end of December 2016. Presentations for the Budget and Performance Task Group were drafted in December and finalised in January 2017.

- 10.6 The above process enabled substantial consideration and discussion both by officers and members to clarify achievability and acceptability of the savings being proposed. EIAs were prepared in respect of all proposals and made available for members to review in advance of the decision on the 2017/18 budget, with all of the full EIAs additionally going to the scrutiny meetings in February along with the budget presentations made by senior executives on each directorate's proposals.
- 10.7 As far as possible, the Council has targeted commercial revenues, efficiency and transformation as being the main sources of the budget savings in order to minimise the impact on the end service received by service users. As per the analysis in Table 1 (para 10.2), only 1.3% of the savings has resulted from service reductions.

11 **2017/18 Risks and Budget Robustness**

- 11.1 In light of the challenging financial climate and events from previous years discussed in this report, the Council has recognised the on-going need to identify risks and have measures in place to mitigate should they occur (risks by their nature can never be completely removed). The Council has long had processes built into its Medium Term Planning (MTP) process to address this.
- 11.2 For example, a Corporate Budget Group consisting of representatives from the City Treasurer, People Services, Policy, Communications, Legal Services and Procurement hold regular meetings to review budget options. These reviews cover requirements on Equalities Impact Assessments, Stakeholder Consultations, staff restructures and Trade Union liaison (where budget options involve staffing changes), legal implications and deliverability etc.
- 11.3 The 2017/18 revenue budget has been prepared on the basis of robust estimates and adequate financial balances and reserves over the medium term. As part of on-going reviews for these, the City Treasurer's department leads on:
- monthly budget monitoring and financial challenge to ensure budget options are being adhered to and that any other base budget variances, risks and opportunities are being suitably identified and mitigated; and
 - continuing to replenish reserves and balances towards an appropriate level in order to provide an adequate buffer for any series of one-off pressures – or to provide sufficient time to identify on-going mitigations in a systematic way.

Overleaf is a summary of selected key, strategic risks / weaknesses and mitigating actions:

Table 4: MTP Risk Analysis

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
1. Financial Management				
Significantly reduced funding levels pose a high risk for the Council. Reshaping and improving Council services requires strong financial management skills across the organisation.	Decisions may be taken which have potentially adverse consequences for the Council in later years.		1) Robust Budget preparation, budget setting, and a Budget Accountability Framework are key elements in ultimately eliminating this risk. 2) Regularly reviewing balances, and forecasting income and expenditure against budgets can assist in reducing the underfunding risk. 3) Implementation of the CIPFA Financial Management Model which is a diagnostic tool to enable the Council to identify strengths and weaknesses in financial management.	All
2. Localising Business Rates				
Increased risk from appeals and also the impact on collection rates as following the implementation of localising business rates, 100% of outcome will fall on Local Government.	Adverse financial outcome for the Council in future years		1) Continuing efforts to collaborate and interact with DCLG, Valuation Office, London Councils, etc. 2) Leading on responses to consultations. 3) Lobbying "Central Government" (i.e. Valuation Office, DCLG)	All
3. Business Rates Appeals				
Reduction in funding and impact of backdating of appeals. Localising of Business Rates will increase this risk from 50% to 100% for Local Authorities. The related opportunity is from consultations on dealing with Business Rates appeals process - checking and challenging might reduce the number of live appeals.	Adverse financial outcome(s) for the Council in future years		1) Review data with Valuation Agency and other relevant stakeholders to reduce number of appeals 2) Continuing discussions with DCLG and the Valuation Office on measures to resolve outstanding appeals	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
4. Pension Fund Assets / Pension Fund Deficit				
Pension Fund assets failing to deliver returns in line with the anticipated returns underpinning valuation of Pension Fund Liabilities over the long-term.	The Council's Pension Fund being under-funded.		1) Exercising prudence when anticipating long-term returns, analysing progress, providing quarterly comparisons, regularly benchmarking assets to re-valued liabilities, roll-forward of liabilities between formal valuations at whole fund level. The deficit is being addressed as part of the budget process.	All
5. Reliance on Commercial Income				
Exploring alternative sources of income to offset core funding reductions and also ensure value for money for residents	A recession or other unexpected/uncontrollable event could leave the Council exposed to under-funding or large losses in income.		1) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.	Specific Services
6. Parking Income				
The Council's Parking Service is in high demand due to the Council's central location.	Uncontrollable reductions in income could leave the service under-funded or exposed to large losses in income.		1) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.	Specific Service
7. Inflation				
The Council's expenditure (pay and non-pay) is subject to annual inflation based on indexation that is determined by external stakeholders e.g. Central Government for pay and suppliers through agreed contracts for other service expenditure	Sharp increases in inflation would result in higher for day to day expenditure and costs related to employment		1) Monitoring actual inflation and forecast projection (e.g. at key milestones such as HM Treasury's Budget announcement) and modelling the impact of incremental increases on the Council's applicable expenditure. 2) Exploring all opportunities during the tendering process for all service contracts to minimise indexation clauses, negotiate for favourable fees etc.	All
8. Delivery of Budgeted Savings				
Agreed MTP Savings are not fully achieved or slip into future years.	Potential for in-year overspends and funding gaps		1) Robust challenge of all proposed MTP Savings during the MTP process (e.g. through Corporate Budget Group) 2) In-year monitoring of agreed MTP Savings	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
9. Planned Use of Capital Receipts				
Capital receipts are generated when an asset is disposed of and are source of financing capital expenditure. However there can be delays in completing the disposal of an asset which then delays the inflow of a capital receipt.	Shortfalls in financing of capital expenditure, possibly resulting in higher borrowing costs.		1) In-depth analysis and challenge of capital project cash flow projections. 2) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.	Specific Services
10. Review of needs and resource allocations				
A review of the funding allocation formulas used by Central Government could mean that the Council's share of funding is proportionately reduced in favour of other Local Authorities post 2019/20.	Whilst there could be gains and losses which will alter the business rates top up / tariff adjustment for individual authorities, the Council may experience a larger loss in funding than expected in shorter space of time		1) Responding to consultations. 2) Engaging and lobbying DCLG.	All
11. Interest Rate changes				
Changes to the Bank Base Rate and returns on investments.	The Council earns an amount of income from its Treasury function. A decrease in the interest rate could mean returns on investment are lower, reducing the amount of income earned e.g. from Government Bonds		The Council has a number of options available to it to mitigate these risks. These include: placing fixed term deposits as opposed to instant access, limiting deposits in money market funds and closely monitoring interest rate forecasts and available market rates.	Specific Service
12. Public Health Grant Funding				
The Government is proposing reductions to Public Health grant funding, along with possible removal of the ring-fence for the grant/potential changes to the Public Health grant conditions.	The proposed changes to the grant would cause a funding pressure for the service and have the potential to cause short-medium term disruptions to the service and on-going projects.		Budget savings proposals, in line with outcome of a national consultation process which was initiated by Public Health England at end of July 2015 on the four possible options proposed for the budget reductions. An implementation plan with proposed efficiencies to ensure that the budget commitments are met.	Specific Service

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
13. Strategic Transformation Partnerships				
<p>Failure to secure appropriate monies towards an increase in demand for social care services due to a shift in activities from acute to community setting.</p>	<p>Increase demand on social care services which may result in financial pressures and impact on the quality of care offered.</p>		<p>An Out of Hospital (OOH) strategy has been developed which is expected to be reflected in the transformational business cases for the STP.</p> <p>A financial model has been created to capture various interventions presented in STP business cases and to calculate their financial implications.</p> <p>WCC sits on the Health and Care Transformation Board (HCTB) and the Finance and Estate Group (FEG). All financial implications for local authorities are presented at both these groups.</p>	<p>Specific Service</p>

12 **Medium-Term Financial Outlook 2017/18 to 2018/19**

- 12.1 The Council's medium term modelling has been updated to reflect the provisional multi-year funding settlement announced in December 2016. This also takes into account inflation (both pay and contract), superannuation costs, increasing capital financing pressures and national insurance changes as well as allowances for specific and general risks. The net funding gap is £35.446m in 2017/18 and has been addressed as shown in Annex 4, however a budget gap will continue to exist into future years.
- 12.2 The Council's latest working assumptions would suggest that further reductions in core funding plus inflation, demographic and other pressures are likely to require further significant savings to be identified for 2018/19. The quantum at this stage is not yet determined and will be tested and updated in Summer 2017 as the Council prepares the budget options for 2018/19.
- 12.3 In 2016/17, the Council began to develop a 10 year view of its financial position. While there are a great deal of unknowns going forward, longer term projections of demographic changes suggest a growth in the demand for services as they are currently delivered. As part of this work, services across the Council were approached to identify the significant cost drivers, opportunities and pressures impacting them to help better understand individual operating environments within the organisation.

13 **Capital Programme to 2021/22**

- 13.1 The Council has embarked on an ambitious long-term capital programme which will help deliver on the aims and objectives of its City for All strategy and maintain its status as a global centre for business, retail, entertainment and tourism. Full details are available in the Capital Strategy Report - 2017/18 to 2021/22 being considered on this same agenda which includes forecasts up to 2030/31.
- 13.2 The Council's General Fund Capital Programme is split into:
- Operational Schemes - these are related to day to day activities that will ensure the Council meets its statutory requirements £848.0m;
 - Investment Schemes – these help to generate income and increase the diversification of the Council's property portfolio and will be self-funded by creating additional income and efficiency savings £50.0m; and
 - Development Schemes - these help the Council achieve strategic aims and generate income £833.8m.

Further information on the above can be found in the Capital Strategy Report - 2017/18 to 2021/22.

- 13.3 The General Fund's Capital programme is fully funded via capital receipts, grants, other external contributions and borrowing. The on-going revenue implications are included within the MTP.
- 13.4 The HRA capital programme over the five year period is £701m, which is funded via capital receipts, reserves, grants and borrowing. Further information is set out in the Capital Strategy Report - 2017/18 to 2021/22.

14 **Reserves and Balances Policy**

- 14.1 Local authorities hold two categories of reserves in their balance sheet; "useable" and "unusable" reserves.
- 14.2 Useable reserves can be generally defined as those which contain resources that the Council could utilise to finance capital investments or fund revenue expenditure incurred in the running of services. Some of these reserves could be applied generally but others have conditions or restrictions attached on their use.
- 14.3 The Council's useable reserves can be grouped into the following sub-categories:
- General Reserves – working balances held to ensure long term solvency and to mitigate risks e.g. the General Fund balance and the Housing Revenue Account balance;
 - Earmarked Reserves – to fund specific projects or as a means to build up funds for known contingencies. e.g. the Insurance reserve;
 - Ring-fenced Reserves – carried forward balances or grant funding which have certain conditions or restrictions attached to them preventing their general use by the Council e.g. Schools balances; and
 - Capital Reserves – amounts held to finance capital expenditure e.g. receipts from asset disposals and capital grants.
- 14.4 Conversely, unusable reserves are those that the Council would not be able to use to finance capital investment or fund revenue expenditure. This is because this category includes reserves which hold unrealised gains or losses for assets not yet disposed of and also adjustments which are required by statute and differ in basis from International Financial Reporting Standards.
- 14.5 This distinction between useable and unusable reserves and also between the different types of useable reserves themselves is important in being able to

understand exactly what resources the Council holds and under what circumstances they can be used.

- 14.6 Whilst usable general and earmarked revenue reserves can be used to fund costs incurred in the provision of services, such use cannot be regarded as a sustainable medium-term strategy to fill the gap in on-going service provision from core funding reductions. This is because a useable reserve is a cash balance which can only be used once whereas the reduction in core funding is a permanent year-on-year loss to the Council's base budget.
- 14.7 The Council's General Fund balance stood at just under £70m at the end of 2007/08 after which it had declined dramatically by the end of 2011/12. This was as the result of significant structural changes to the Council's income sources together with rising cost pressures – the mitigation and re-balancing of which took time to implement in a controlled and continuing way.
- 14.8 The November 2015 Spending Review reported improved economic forecasts which resulted in higher than expected levels of public spending by the Government. However, particularly in light the uncertainty from Brexit, should these forecasts slip or not be achieved, further savings to public spending can be expected. As local authorities fall into the category of “unprotected services”, there is a heightened risk that a repeat of the pressures experienced before could deplete the Council's General Reserves significantly.
- 14.9 Accordingly, the Council has in recent years recognised the need to rebuild General Reserves to a level that will provide financial resilience to weather any such similar call on reserves. As a consequence General Reserves have slowly recovered to now stand at £41.575m. It is likely that when the Council closes its accounts for 2016/17 General Reserves will recover further to stand at around £46.7m by the end of 2016/17.
- 14.10 The Medium Term Plan makes no assumptions at this stage about further rises to General Reserves beyond 2017/18. However, given the nature of financial uncertainty into the future, the longer term opportunity to build general reserves beyond £50m will need to be actioned as the opportunity arises.

15 **Cash and Financing**

- 15.1 An annual Treasury Management Strategy Statement (TMSS) is presented to Full Council as part of the budget process each year following discussions at other committees including Scrutiny. The purpose of the TMSS is to set the boundaries and limitations for borrowing and investment decisions over the next year and the two subsequent years so as to ensure security, liquidity and return.
- 15.2 The 2017/18 TMSS envisages no additional external borrowing in 2017/18 but the potential for additional borrowing in later years to meet the capital programme.
- 15.3 The investment strategy was set in the current environment of ultra-low interest rates that has significantly reduced the capacity to generate revenue from short-term cash balances. The July 2016 cut to the base rate further reduced income.
- 15.4 Over the summer various opportunities to diversify the treasury portfolio, ensure security of cash balances and increase the yield have been investigated. Potential opportunities have been explored and are currently undergoing due diligence review. A mid-year revision to the TMSS has been approved to facilitate these.
- 15.5 Monitoring of treasury activity is a key control to ensure that dealing accords with the agreed TMSS. In addition to half yearly reports on activity to Full Council and Scrutiny Committee, weekly updates are provided to the City Treasurer and monthly reviews of the investment portfolio are undertaken by the Council's treasury advisor. With the implementation of HRA Self-financing under the Localism Act, the borrowing and cash elements of the HRA and General Fund are managed on a separate basis.
- 15.6 Cash balances are expected to decline during 2017/18 as the enlarged capital programme starts to be financed. The extent of the decline is uncertain as possible delays to the capital programme may arise. Given the prevailing low level of interest rates, officers are keeping under review whether there is opportunity to borrow now in advance of future need.
- 15.7 An initial £50m drawdown facility for investment schemes to generate additional income towards future MTP savings and frontline services was approved as part of the previous year's Capital strategy. This comprised an initial allocation of £25m with further funds of £25m available if this proves to generate worthwhile additional income streams and should market conditions allow it.
- 15.8 During 2016/17 the Council made one purchase with these funds for £12.5m, which will return a net income of £500k per annum. The Council is continuing to investigate potential options to invest the remainder of these funds but to date no other suitable schemes have been found. There is therefore £12.5m of the initial allocation remaining with the £25m of further funds potentially available should suitable schemes be identified.

16 **Council Tax, the Collection Fund, Business Rates and Discretionary Housing Payments**

Council Tax

- 16.1 The Council Tax Base (the number of Band D equivalent properties estimated to be billable for the year 2017/18) was considered by Cabinet in December 2016 and approved by Full Council on the 25th of January 2017. The yield derived from the Council's standard (Band D) charge is a multiple of the number of properties chargeable in each banding.
- 16.2 The Welfare Reform Act 2012 replaced the previous Council Tax Benefits scheme with a locally determined Council Tax Reduction scheme. In setting the taxbase for 2017/18, Council also approved the continuation of the existing Local Council Tax Reduction Scheme which ensures those eligible have their Council tax liability fully funded (the changes from 2013/14 allowed Councils to charge up to 10% of the Council Tax liability to benefit claimants).
- 16.3 The number of properties (and mix of properties within each banding) has increased over the current year's taxbase as the result of a combination of new properties being brought into use; alterations to existing properties changing their valuation, and changes to the numbers of residents entitled to funding via the Local Council Tax Reduction Scheme. The taxbase for the whole of the City of Westminster has increased from 125,181.13 to 126,975.59 Band D equivalent properties – an increase of 1,794.46 (1.43% increase).
- 16.4 As well as collecting Council Tax for the Council's own purposes, the Council is responsible for collecting it for both major and minor preceptors. The change in the taxbase for each body is set out in the table below:

Table 2: Council Tax Base Analysis:

	Queen's Park Community Council (No.)	Montpelier Square Garden Committee (No.)	Rest of the City of Westminster (No.)	Whole of the City of Westminster (No.)
2016/17	3,269.17	95.04	121,816.92	125,181.13
Change	77.09	(0.88)	1,718.25	1,794.46
2017/18	3,346.26	94.16	123,535.17	126,975.59
<i>%age Change</i>	2.36%	-0.93%	1.41%	1.43%

- 16.5 All other things being equal, the overall increase in the taxbase has the impact of yielding additional revenue receipts without any change in the headline Band D chargeable rate. At the 2016/17 Band D amount of £392.81, the increase in the

taxbase will generate an additional £705k in the Council's own share of the Council tax yield.

- 16.6 The Local Government Finance Act (1992), as amended by the Localism Act (2011) requires local authorities to consider whether their relevant basic amount of Council tax (effectively the Band D amount) is excessive. The Secretary of State has, under regulations, determined that an increase of 2.00% or more would constitute an excessive increase for 2017/18.
- 16.7 Should a local authority wish to propose a budget that increases the Band D amount by more than this threshold, it is additionally required to prepare an alternate budget that does not breach that limit and to hold a referendum of its residents who would be able to determine which budget proposal they wished to be implemented. Such a referendum would involve considerable cost in holding.
- 16.8 Inflation has the impact of eroding the real purchasing power of the Council Tax yield. The latest ONS official annual inflation rates for December 2016 indicate CPI to have been 1.6% over the previous twelve months; CPIH 1.7%; and RPI 2.5%.
- 16.9 Applying these three inflation rates to the 2016/17 basic Council Tax amount (£392.81) and using the new taxbase, the purchasing power of the yield will erode by the following amounts if the Band D amount remains unaltered:

Table 3: Change in Spending Power

	CPI	CPIH	RPI
	(£,000's)	(£,000's)	(£,000's)
Change in Spending power	798	848	1,247

- 16.10 Due to an increase in the Band D requirement for the Montpelier Square Garden Committee (and included in DCLG's of the Westminster overall increase), the maximum the Council's own element could increase without triggering a referendum would be 1.98%. The table below sets out the additional income that would be generated by incremental increases up to the maximum level.

Table 4: Illustrative Additional Council Tax Income

	Increase in Band D Amount				
	0.00%	0.50%	1.00%	1.50%	1.98%
	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)
2016/17 Band D Amount	392.81	392.81	392.81	392.81	392.81
Increase of %age Change	0.00	1.96	3.93	5.89	7.78
Band D Amount after Change	392.81	394.77	396.74	398.70	400.59
Weekly cost of Change	0.00p	0.04p	0.08p	0.11p	0.15p
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Additional Yield from Change	0	249	499	748	988

- 16.11 For illustrative purposes only, the schedules throughout this report set out the financial implications on the Council's overall budget of increasing the general Council Tax amount by the maximum permissible level without exceeding the need to hold a referendum. Cabinet is asked to consider this option to increase general Council Tax amounts and to identify appropriate adjustments to other budgets if they choose to freeze or change the Band D amount by any other percentage.
- 16.12 The Greater London Authority (GLA) has published its draft budget for 2017/18, which contains proposals to see its basic tax amount increase from £276.00 to £280.02 – an increase of £4.02, and represents a 1.46% change.
- 16.13 The Queen's Park Community Council has determined their basic tax amount for 2017/18 to increase to £46.38 – an increase of £1.98. Their Band D amount for 2016/17 was £44.40.
- 16.14 The Montpelier Square Garden Committee has notified the Council of their intention to increase the amount they wish to raise from their special expense for residents in their area from £32,500 in 2016/17 to £45,000 in 2017/18 (an increase of 38.5%).
- 16.15 Local authorities have additionally been given the power (and recommended) by the Department for Government and Local Communities (DCLG) to raise additional funding from Council Tax to support spending on adults social care activities which would otherwise have been unaffordable. This Adults Social Care Precept was first introduced in 2016/17 and which the Council added an additional 2.00% in accordance with that year's recommendations.
- 16.16 The 2017/18 Local Government Finance Settlement extended this opportunity for the period 2017/18 to 2019/20. A limit of a maximum total 6.00% further increase for these three years applies, but allows some scope for the phasing of this additional charge to be applied (no more than 3.00% in either 2017/18 or 2018/19 and a maximum 2.00% in the final 2019/20 year).

16.17 The high and growing demographic and spending pressures, coupled with the particular vulnerability of this customer cohort are such that it is recommended that this additional funding opportunity is taken up. In order to keep the increases to the taxpayer manageable and affordable, the spreading of this additional charge to an equal 2.00% per annum is considered most appropriate in order to balance affordability to the taxpayer and the generation of much needed additional funding.

16.18 The additional revenues expected to be generated from the Adults Social Care Precept is as set out in the following table:

Table 5: Additional ASC Precept

	2016/17 (£'s)	2017/18 (£'s)
Prior Year Band D Amount	377.81	392.81
General Council Tax Increase	7.44	7.46
Adults Social Care Precept (2.00%)	7.56	7.85
	392.81	408.12
Taxbase	125,181	126,976
Total Raised by ASC Precept	946,369	1,956,694

16.19 The collective impact of the proposed changes to the Band D amounts for 2017/18 (as discussed in paragraphs 16.1 to 16.18 above) is summarised in the table below:

Table 6: Change in Band D

	Queen's Park Community Council (£'s)	Montpelier Square Garden Committee (£'s)	Rest of the City of Westminster (£'s)	Whole of the City of Westminster (£'s)
Westminster Council - Basic Element	400.27	400.27	400.27	
Westminster Council - ASC Precept	7.85	7.85	7.85	
Westminster City Council	408.12	408.12	408.12	
Greater London Authority	280.02	280.02	280.02	
Queens Park Community Council	46.38			
Montpelier Square		477.91		
Total Band D Amount in area	734.52	1,166.05	688.14	
2017/18 Taxbase	3,346.26	94.16	123,535.17	126,975.59
Westminster City Council	1,365,676	38,429	50,417,174	51,821,278
Greater London Authority	937,020	26,367	34,592,318	35,555,705
Queens Park Community Council	155,200			155,200
Montpelier Square		45,000		45,000
Total Band D Amount in area	2,457,895	109,795	85,009,492	87,577,182

(Note that the above table illustrates a scenario where the general Band D amount for Westminster City Council has been increased by 1.9% - Cabinet are asked to consider options for any change in the current Band D amount)

The Collection Fund

- 16.20 Statutory regulations require local authorities to account for annual Council Tax income in a manner different to normal accounting arrangements as would apply if using International Financial Reporting Standards (IFRS). This statutory override necessitates that any variance between the originally estimated net Council Tax yield and that subsequently achieved in year is not immediately transferred to the Comprehensive Income and Expenditure Account, but is held on the Balance Sheet and instead distributed in a subsequent year. The effect of these regulations are that for 2017/18 the above estimates will represent the amount of income credited to the revenue account for that year – regardless of actual achieved.
- 16.21 Any variance between budget and actual for 2016/17 will however impact on 2017/18. Growth in the taxbase throughout the year and successful collection rates being slightly higher than expected has led to a forecast 2016/17 position £690k above budget.

Business Rates (NNDR)

- 16.22 Business Rates were partly localised from the start of 2013/14. Fifty percent of net business rate yield is currently retained and shared by local authorities with the remainder pooled by DCLG and returned in the form of Revenue Support Grant and other specific grants. A series of Tariffs and Top-ups operates to additionally redistribute retained income from those authorities with high yield to those with low NNDR receipts. Local authorities are potentially able to encourage the growth of local NNDR yield and keep fifty percent of the growth (being subject to a 50% levy on any surplus). The reverse however also operates in so far as local authorities bear 50% of the cost of any shortfall in business rate income if it is lower than the government's target level (Baseline). A Safety Net scheme operates to protect individual local authorities from losses should their retained yield fall below 92.50% of their anticipated Baseline Funding level (this is paid for from the 50% levy charged on those authorities exceeding their Baseline Funding level).
- 16.23 The Baseline Funding level for the following three years was set out in the Local Government Finance Settlement. For Westminster, it is calculated as follows:

Table 7: Baseline Funding Level

	2016/17	2017/18	2018/19	2019/20
Net NNDR Yield after Reliefs & Discounts	1,827,083	2,076,189	2,142,986	2,219,212
DCLG Nationally Pooled Share (50% 16/17 and 33% beyond)	(913,541)	(685,142)	(707,185)	(732,340)
Greater London Authority Share (20% 16/17 and 37% beyond)	(365,417)	(768,190)	(792,905)	(821,108)
Westminster Retained Share (30%)	548,125	622,857	642,896	665,764
Tariff	(465,408)	(538,452)	(555,775)	(575,544)
Assumed Baseline Funding Level	82,716	84,405	87,121	90,220
Threshold for Safety Net (92.5% Baseline)	76,513	78,075	80,587	83,453
Maximum Loss to Safety Net	(6,204)	(6,330)	(6,534)	(6,766)

16.24 Westminster is by far the biggest collector of business rates in the country, collecting around 8% of the national total. Westminster businesses are some of the most economically active and productive in the country and demand for business premises, and hence rent levels, continue to grow at rates well above the national average. This has seen significant increases in rateable values at both the 2010 Revaluation (63% increase) and the forthcoming 2017 Revaluation (25%). A consequence of the high revaluation increases has been to see record levels of appeals lodged against the Valuation Office Agency's rating assessments, which in turn has led to particularly high levels of subsequent rate refunds – the majority of which have been back-dated to the very start of the 2010 Valuation List.

16.25 This has led to a situation for Westminster whereby, after the impact of making refunds for successful appeals, the net amount collected has fallen below the Safety Net threshold for every year since the current scheme start in 2013/14. Had the impact of appeals caused by original errors in the VOA assessments been discounted, rather than being below the Safety Net level, the Council would have seen real growth and reward above Baseline. The scale of the increases in NNDR bills for local businesses caused by the 2017 Revaluation is such that we might expect a similar level of back-dated appeals to adversely affect the net yield and, until a national solution to the impact of appeals is found, will continue to remain in Safety Net – bearing a loss of £6.330m not factored into the Local Government Finance Settlement, and completely beyond the control of the Council.

Discretionary Housing Payments

16.26 The Council's Discretionary Housing Payment (DHP) funding allocation from Central Government has significantly reduced in since 2014/15:

- 2014/15 - £4.8M
- 2015/16 - £2.6M
- 2016/17 - £2.7M

- 16.27 The extent of the funding reductions resulted in the Council previously agreeing a revised DHP policy and a £1.1m contribution from reserves to support future DHP spend above the Government's funding allocation.
- 16.28 The successful implementation of the revised policy and general good management of the DHP process has meant that we are currently forecasting only a small spend in 2016/17 above our government DHP allocation.
- 16.29 The Government are yet to confirm the Council's 2017/18 DHP allocation; however there are indications that the Council is likely to be affected by a substantial cut in funding of approximately 50% (a reduction of around £1.3m). The Government calculates each authority's DHP allocation based on a number of factors. It is understood that the allocation reduction is primarily based on the Government revising the formula for distributing DHP funding specific to counteracting the reform of Local Housing Allowance (LHA) which affects tenants renting in the private sector. The new formula takes into account only the 1% freeze to LHA rates implemented in the current Parliament and disregards more radical reductions made during the previous Parliament. As a result funding is distributed more evenly throughout the country to the detriment of areas where private rents are high such as in Westminster.
- 16.30 Although allocations for 2017/18 are yet to be confirmed, it is expected that the vast majority of local authorities nationally will see increases in their DHP allocation. However, in London there is expected to be an overall reduction for the reason explained above. The Council expects to be one of the worst affected London boroughs. London Councils have lobbied Central Government requesting a reconsideration of the draft allocations for London, with specific reference to Westminster. At this stage, there is no indication that the Government will revise their allocation for 2017/18.
- 16.31 The level of reduction in allocation for Westminster would be extremely difficult to manage in a normal year. However, in 2017/18 the Council faces an increased number of DHP claims due to the implementation of the new, reduced Benefit Cap threshold under the Government's on-going Welfare Reform programme. This has resulted in over 600 households in Westminster being affected by the Benefit Cap for the first time from January 2017. Of these new cases, 78% live in either private rented tenancies or temporary accommodation provided by the Council and presents a financial risk to the Council if sufficient DHP was no longer available.
- 16.32 The Council therefore intends to carry forward the unspent balance of the agreed £1.0m contribution from Reserves in 2016/17 to 2017/18.

17 **Schools**

Dedicated Schools Grant

- 17.1 The Dedicated Schools Grant (DSG) is a specific ring-fenced grant received by local authorities to fund schools and central expenditure to support the schools budget. The grant also covers wider support for High Needs and Early Years for funding of pupils with Special Educational Needs and for two, three and four year olds in nursery and associated provision. Schools are funded primarily by the DSG and not by council tax income. The 2017/18 financial year will be the final year of the current funding arrangements for the DSG, prior the introduction of National Funding Formula from 2018/19.
- 17.2 The DSG consists of three separate blocks, Schools, High Needs and Early Years. The overall distribution of the DSG is ring-fenced; however the three blocks that make up the DSG aren't separately ring-fenced.
- 17.3 Westminster City Council (WCC) is able to retain DSG funding to pay for the education of pupils who are the responsibility the Council but who are not being educated in a WCC school. The Council does not contribute any of its own resources to fund schools but is required to fund the management and administration of education services from council tax and funding settlement resources.
- 17.4 Given the proposed changes to schools funding it is important to understand the overall impact on the balance of DSG during the transition period. An initial estimate of how pressures on the DSG will present themselves over the next three years is set out below:

Table 8: DSG Projections Over 3 Years

Description	2017/18	2018/19	2019/20
	£000's	£000's	£000's
Brought Forward Reserves	5,274	2,634	917
Early Years			
Nursery Full Time Places	700	292	0
Nursery Schools Sustainability	600	400	200
Schools Block			
Minimum funding levels -Primary	440	350	0
High Needs			
EHCP Transition	250	150	0
Post 16 Unfunded Growth	250	125	0
Central Schools Block			
ESG Reduction	400	400	400
Total Expenditure	2,640	1,717	600
Projected Year End Reserves	2,634	917	317

Update on proposals for a National Funding Formula

Schools and High Needs Block

- 17.5 The second phase consultation for the NFF for schools and high needs was launched by the Department for Education (DfE) on the 14th December 2016, until 22nd March 2017. Set out within the consultation, the DfE has committed to allocating an additional £200m in 2018-19 and 2019-20 (a total of £400m over a two year period) on top of the current value of the schools block. This money has been made available to provide protections for schools facing reductions and rapid increases for those set to gain.
- 17.6 In addition, the consultation sets out restriction on gainers and losers to make the proposals more affordable.
- **Funding floor** – ensuring no school will see their per pupil funding amount decrease by more than 3%
 - **Funding Gains** - schools that will see their per pupil funding amount increase will receive gains of up to 3% per-pupil in 2018-19, and then up to a further 2.5% in 2019-20. So a school could see it's per pupil amount increase by a maximum 5.5% compared to current levels within a two year period.
- 17.7 As outlined the first stage of consultation, London is worst affected with the majority of London boroughs facing a reduction in total funding for schools in their area. Westminster is again one of the exceptions. The indicative figures show an overall increase of funding of 0.7% equivalent to £761k by 2019-20. However, within the overall increase there are a number of winners and losers amongst individual schools. Overall, 22 schools in Westminster will gain through the NFF; the school that would benefit most would gain by approximately £252,000. In contrast, 26 schools would see a reduction in funding. The school that would be most affected could see a reduction of funding of up to £212,000. These changes are due to happen in a two year period from 2018/19.
- 17.8 The NFF consultation deals with a redistribution of resources however a recent National Audit Office report suggested that the total level of additional funding required to maintain school budgets at current levels was £2bn. At a recent schools forum meeting schools identified that if funding did not keep pace with spending pressures then it could compromise the educational attainment of children at WCC schools.
- 17.9 The collective balance of LA-maintained primary and secondary schools in 2015/16 was £5.5m. Assuming the same level of drawdown and the introduction of the National Funding Formula will be £3.5m in 2019. At that time 12 schools could

be in deficit, 7 of which could have deficits in excess of £100,000. To prevent this from happening officers will support schools to ensure that they set sustainable budgets commensurate with their resource levels.

17.10 Whilst it is expected that the number of children in secondary schools will increase the current number of children in primary schools is unlikely to increase and there is current capacity in the system of approximately 15%. As school funding is pupil-based this represents a further cost pressure for schools.

17.11 The spending pressures that schools face make it imperative for the service to work with schools to ensure that they are equipped to face the challenges ahead and to insulate the local authority.

Early Years Block

17.12 In December 2016, the government set out their funding proposal to introduce an early years' national funding formula from 2017/18. This national funding formula will cover the existing 15 hour free entitlement for three and four years' olds. It is intended that the early years' national funding formula will be extended to cover the new additional 15 hour entitlement for eligible families from September 2017.

17.13 Westminster City Council in consultation with the schools forum are currently developing plans to introduce the new funding formula from September 2017. A key element will be the transition from the current funding levels and the delivery of full time places to the new national funding formula. The government expects all authorities to have implemented the new funding model by 2019/20. Transitional funding has been allocated to enable the delivery of the new proposals without causing excessive turbulence within the current system.

Pupil Premium

17.14 In 2017/18 schools will receive pupil premium funding for each child registered as eligible for free school meals at any point in the last six years. The per pupil figure is £1,320 per primary school pupil and £935 per secondary school pupil.

17.15 For each pupil identified in the spring school census as having left local authority care because of one of adoption, a special guardianship order, a child arrangement order or a residence order, schools will receive £1900 per eligible pupil.

17.16 Pupil premium for three and four year old children is at a rate of £300 per eligible child. Schools can decide how they use the pupil premium. From 1 September 2016, schools maintained by the local authority must publish the strategy for use of the premium on their website.

Education Services Grant

- 17.17 The Education Services Grant (ESG), which funds spending on school improvement, management of school buildings and tackling non-attendance, was cut by £200 million (around 20 per cent) in 2015-16. For 2016-17 to 2019-20, the Chancellor has announced a further cut of £600 million.
- 17.18 School and Early Years Finance Regulations will be amended to allow local authorities to top-slice schools block funding in order to fund services previously provided by ESG.
- 17.19 ESG transitional grant allocation tables were published in December 2016, covering the period from April to August 2017. This will be paid at an effective rate of £27.50 per pupil for the financial year. The 2017/18 allocation is £335k, with an additional transitional grant of £275k totalling £610k for the financial year. The allocation in 2016/17 was £1,124k, therefore a reduction of £514k (45.8%).

Academies and Free Schools

- 17.20 WCC schools that convert to academy status or newly established free schools obtain their funding directly from the Education Funding Agency. These schools receive a school budget share equivalent to what they would have received if they were a WCC school. This is funded in most cases by an adjustment to the DSG received by the Council.

18 Housing Revenue Account (HRA)

- 18.1 The HRA is a statutory ring-fenced Landlord Account within the Council's overall General Fund, established under the 1989 Local Government and Housing Act.
- 18.2 It accounts for the management and maintenance of circa 12,000 units of social housing and 9,000 leaseholders within Westminster. The HRA itself is required to set a balanced budget and must not go into deficit, after taking into account HRA Reserves.
- 18.3 In 2012 the HRA moved from a national subsidy system of financing to one of self-financing. In order to facilitate this the Council was required to buy out of the subsidy system through taking on £68m of extra borrowing within the HRA, but in return gets to keep all future rental income.
- 18.4 The Council's Arm's Length Management Organisation, CityWest Homes Ltd (CWH), undertakes the housing management function on behalf of the Council and has responsibility for the long-term investment needs of the stock estimated at £1.5bn over 30 years.
- 18.5 The Government continues to control rent levels and rent increases through Rent Rebate Subsidy Limitation. A mechanism which limits the amount of eligible housing benefit payable if average rent increases by a Local Authority exceed Government determined limits. However, the previous presumption underlying self-financing that rents would increase by 1% above inflation annually for ten years has now been curtailed as the Government putting legislation in place to reduce HRA rents in real terms for 4 years by 1%. This is estimated to cost the HRA £32m over 4 years and over 30 years the NPV cost is £237m. This will lead to significant reduction in the HRA's financial capacity to undertake future investment in new Housing Supply.
- 18.6 In addition the Housing and Planning Act 2016 has now been passed but the detailed regulations on the high value voids levy and pay to stay have yet to be consulted upon and the details are still largely unknown. The HRA business Plan updated for 2017/18 contains assumptions about the levy and assumes that the Council will dispose of 250 dwellings over the next three years.
- 18.7 In addition self-financing presents the Local Authority with a number of uncertainties and risks that will need to be monitored and actively managed. These include the impact on cash flow of funding the Council's Regeneration programme, the impact of the Right to Buy, interest rate risk, and the impact of welfare reform on future changes to housing benefit collection/payment.
- 18.8 The proposed HRA budget for 2017/18 is contained and summarised in Schedule 10. The Housing Investment Strategy and HRA 30 year Business Plan report was presented to Cabinet in December 2016 to approve the five year (2017/18 to

2021/22) Capital budget for the HRA. The proposals will see much of the immediate capacity of the HRA applied to help deliver the Council's objectives of City for All. This means that the HRA reserves will fall to close to the minimum levels of £11m for 9 years.

19 **Levies and Special Charges**

19.1 Three bodies recover their net cost by way of a levy on local authorities – this charge is thus separately identified within the Council Tax charged by those local authorities. The three bodies are:

- Environment Agency – recover the cost of flood defence works across the Thames region;
- Lee Valley Regional Park Authority – recover the cost of running the Lee Valley park facilities to the North West of London; and
- London Pensions Fund Authority – recover the pension costs arising from the abolition of the Greater London Authority.

19.2 At present only the Environment Agency has submitted their charge for 2017/18. Accordingly the 2016/17 figures for the LPFA and the Lea Valley Regional Park Authority are included in the budget options being recommended in this report. Should these organisations notify the Council as to their required charge after despatch of this agenda item and before the meeting itself, a verbal update will be provided.

20 **Greater London Authority (GLA) Precept**

20.1 The Greater London Authority is due to meet to formally consider the Mayor's proposed budget for the GLA on the 20th February 2017. However, the Mayor's proposed budget recommends an increase to the 2017/18 Band D equivalent charge from £276.00 to £280.02, an increase of £4.02 or 1.46%. A verbal update will be provided at the meeting regarding the outcome of the London Assembly decision.

20.2 The GLA precept will raise £35.6m from Westminster residents in 2017/18 if approved by the London Assembly as recommended.

21 2017/18 Consultation with the Community and Stakeholders

Budget consultation by Cabinet Member Portfolio

Adult Social Services and Public Health

- 21.1 None of the transformation, efficiency, financing and commercial proposals detailed elsewhere reflect a change to Adult Social Care statutory services. Accordingly no statutory public consultations are required or have been carried out.
- 21.2 The Department is organising its continuing transformation work and the associated underpinning consultation and communications across three main programmes that will run from 2017 – 2020. These programmes focus on the Front Door, Demand Management and Prevention Services, Commissioned Care and Support Services and Whole Systems Integration. The focus of all this work continues to be on improving value for money through service re-design. Re-structure and re-procurement frameworks will support good stakeholder consultation. As programmes develop detailed delivery plans beyond 2017/18 the need for statutory consultation will continue to be reviewed. Future re-prioritisation of prevention services (beyond 2017/18) may require a level of de-commissioning and as such associated statutory consultation. This will be determined in May/June 2017.
- 21.3 Savings proposals in Public Health arise from internal efficiency plans or contractual savings with no public consultation required.

Housing

- 21.4 Extensive consultations have taken place over the improvement of services delivered to users and agencies involved with supporting housing and rough sleeper services. These consultations are focussed on services to vulnerable people with histories of rough sleeping, people with mental health problems and learning disabilities, as well as young people in housing need and those at risk of losing their tenancies. Feedback from users means that future services will have more focus around improving access to safe and secure environments, helping people move-on in terms of housing and employment support.
- 21.5 A change to the way that the Housing Options service runs is on-going linked to the tendering of the new contract in 2017 and will focus on how to improve access to services, more preventative work and rounded assessments (taking into account all family needs).

Children, Families and Young People

- 21.6 The Children's Services department have undertaken extensive consultation and engagement in 2016/17 due to the nature of their proposals affecting service users.
- 21.7 Changes specifically to Children's Centres, Early Help and Youth Services were consulted broadly aiming to improve targeted support for the most vulnerable and to improve the way in which different agencies work together. Consultation with users and partners will continue across the service in 2017/18 in respect of savings in 2018/19 and beyond.
- 21.8 Consultation around travel arrangements (deployment of minibuses and taxis) that will impact users across both Adults and Children's Services, but particularly children with disabilities, special education needs, and adult users of day centres will be carried out in 2017/18 in respect of savings in 2018/19 and beyond.

Environment, Sports and Community

- 21.9 Savings proposals arise from internal efficiency plans or contractual savings with no public consultation required.

Public Protection and Licensing

- 21.10 Consultation for a change to fees with respect to Street Traders is planned for the end of 2016/17.
- 21.11 Savings proposals elsewhere arise mainly from internal efficiency plans so public consultation was not required.

City Transport, Highways and Parking

- 21.12 Savings proposals arise from internal efficiency plans or contractual savings with no public consultation required.

Finance, Property and Corporate Services

- 21.13 Savings proposals arise from internal efficiency plans so public consultation will not be required. There are no statutory requirements to consult on the plans.

Business Consultation

- 21.14 The Council has undertaken a consultation with local businesses in respect of the Council's proposed budget. No representations have been made in respect of this.

22 The Scrutiny Process

- 22.1 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:
- 22.2 “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.”
- 22.3 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.
- 22.4 The minutes of both meetings are presented in Annex A to this report. Annex A also highlights a number of risks associated with the Council’s budget for 2017/18 and makes a number of recommendations.

23 Legal implications

- 23.1 The function of calculating the City Council’s budget requirement and the City Council’s element of the Council Tax, and the function of setting the Council Tax, are the responsibility of the full Council. The function of preparing estimates and calculations for submission to the full Council is the responsibility of the Cabinet.
- 23.2 In coming to decisions in relation to the revenue budget and the Council Tax, the Council and its officers have various statutory duties. In general terms, the Council is required by the Local Government Finance Act 1992 to make estimates of gross Revenue expenditure and anticipated income, leading to a calculation of a budget requirement and the setting of an overall budget and Council Tax. The amount of the budget requirement must be sufficient to meet the City Council’s legal and financial obligations, ensure the proper discharge of its statutory duties, and lead to a balanced budget.
- 23.3 The Council should be satisfied that the proposals put forward are a reasonably prudent use of resources in both the short and long term, and that the interests of both Council Tax payers and ratepayers on the one hand and the users of Council services on the other are both taken into account.
- 23.4 Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Chief Finance Officer of the authority must report to the Council on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. The Council

has a statutory duty to have regard to the report of the City Treasurer on these issues when making decisions about its budget calculations. Attention is drawn to the report as set out in [Sections 7, 8, 9, 10, and 12] above respectively and in particular paragraphs [1.9 and 12.10], where it is stated that the estimates are sufficiently robust for the purposes of the calculations and that the proposed financial balances and reserves over the medium term are adequate, particularly in reference to risks and budget robustness as set out in paragraph [8.2].

- 23.5 Some savings proposals may only be delivered after specific statutory or other legal procedures have been followed and/or consultation taken place. Where consultation is required the Council cannot rule out the possibility that they may change their minds on the proposal as a result of the responses to a consultation, and further reports to Cabinet or cabinet member (as appropriate) may be required.
- 23.6 Apart from statutory duties relating to specific proposals the Council must consider its obligations under the Equality Act. This is addressed in Section 23. In developing final set of proposals for consideration officers have had regard to how the equality duty can be fulfilled in relation to the proposals overall. However further detailed equality impact assessments may be required for specific proposals as identified by each directorate prior to final decisions being made.
- 23.7 Section 106, Local Government Finance Act 1992, applies to Members where:
- they are present at a meeting of the Council, the Cabinet or a Committee and at the time of the meeting an amount of Council Tax is payable by them and has remained unpaid for at least two months; and
 - any budget or Council Tax calculation, or recommendation or decision which might affect the making of any such calculation, is the subject of consideration at the meeting.
- 23.8 In these circumstances, any such Members shall at the meeting and as soon as practicable after its commencement disclose the fact that Section 106 applies to them and shall not vote on any question concerning the matter. Such Members are not debarred from speaking. Failure to comply with these requirements constitutes a criminal offence, unless any such members can prove they did not know that Section 106 applied to them at the time of the meeting or that the matter in question was the subject of consideration at the meeting.
- 23.9 The use of General Fund and HRA (non-Right to Buy) capital receipts funds to fund transformation projects detailed in this report is compliant with the Statutory Guidance on the Flexible Use of Capital Receipts (updated) issued under section 15(1) of the Local Government Act 2003 (which authorities are required to have regard to). The guidance applies with effect from 1 April 2016 to 31 March 2019.

24 **People Service's Comments**

- 24.1 In accordance with statutory requirements, on 26th September 2016 an HR1 form was issued in order to inform the Department of Business, Innovation and Skills (BIS) of up to 49 potential redundancies.
- 24.2 On 1 July 2016 a consultation started on the transformation of Highways and Public Realm across two directorates. The new structure was in place by 1 October 2016 and resulted in 12 redundancies.
- 24.3 A staff consultation process was formally launched on 26th September 2016 proposing the restructure of Libraries Function. This was completed in December, with interviews and assessments for the new structure taking place in January. This is currently resulting in 24 redundancies. This will yield savings of £750k for Westminster. The assessment process is currently ongoing, and the numbers of those being made redundant may change.
- 24.4 On 1 December 2016 a consultation process was formally launched for the Change and Programme Management Unit. This will provide the Council with the resource and capability needed to drive the delivery of the Council's transformation priorities and provide effective challenge and detailed oversight of the entire portfolio of change and transformation across the organisation and with partners. This is expected to result in 9 redundancies and revenue savings of £200k.
- 24.5 On 3 November 2016 consultation commenced for Public Health. This is expected to affect 2.7 posts allocated to Westminster activity and produce savings of £100,000 per annum for Westminster.

25 **Equalities Implications**

- 25.1 Under the Equalities Act 2010 the Council has a legal duty to pay “due regard” to the need to eliminate discrimination and promote equality with regard to the protected characteristics of age, disability, gender reassignment, marriage/ civil partnership, pregnancy/ maternity, race, religion or belief and sexual orientation.
- 25.2 The equality duties do not prevent the Council from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions nor do they stop the Council from making decisions which may affect one group more than another. The law requires that the duty to pay “due regard” be demonstrated in the decision making process.
- 25.3 A screening of all budget measures has been undertaken to ensure that the equality duty has been considered where appropriate. Details of the Equality Impact Assessments (EIAs) are included in Annex C. Where it has been identified that a proposal may have an adverse impact on people who share a protected characteristic, an assessment of the impact has been undertaken to ensure that “due regard” is paid to the equality duties as required by statute. Where budget proposals required a full EIA to be undertaken, these have been published and shared with the Budget & Performance Task Group to ensure they formed part of the budget scrutiny process.

Schedules (Illustrative)

- 1 Gross Income
- 2 Gross Expenditure
- 3 Net Budget Requirement (by Cabinet Member and EMT)
- 4 Details of Budget Changes
- 5 Subjective Analysis
- 6 General and Earmarked Reserves
- 7 Levies, Special Expenses and Precepts
- 8 Localised Business Rates, Settlement Funding Assessment and Council Tax
- 9 Uses of Council Tax Income
- 10 Housing Revenue Account

Annexes

- A Budget and Performance Task Group Meeting Notes
- B Council Tax Resolution
- C Equalities Impact Assessments

Background Papers

Budget and Council Tax Report 2016/17 - Council Meeting 2 March 2016

Treasury Management Statement 2016/17 20th February 2017- Council Meeting 2 March 2016

Capital Strategy 2017/18 to 2021/22 20th February 2017- Council Meeting 2 March 2016

If you have any queries about this report or wish to inspect any of the background papers, please contact: Steven Mair on 0207 641 2904 or at smair@westminster.gov.uk

Annex A

Budget and Performance Task Group – Report and Minutes on 2017/18 Budget Scrutiny

1. Introduction

The Budget and Performance Task Group is a standing task group established by the Westminster Scrutiny Commission in 2007, 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.”

Unlike other scrutiny task groups Cabinet must *take into account* and give *due regard* to 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 the Cabinet’s response.

Its membership is comprised of members from across the four policy and scrutiny committees. This year’s task group members were Cllr Brian Connell (Chairman), Cllr Ian Adams, Cllr Barbara Arzymanow, Cllr Adam Hug, Cllr Andrew Smith, and Cllr David Boothroyd (who replaced Cllr Hug for the last session).

The task group met on three occasions between 1st and 3rd February to review and scrutinise the Council’s draft budget for 2017/18. This report sets out the task group’s approach to review as well as its key observations and recommendations.

2. Approach

The task group adopted a number of risk lenses with which to review and challenge the budget proposals presented to them:

Deliverability/achievability: Are the proposals deliverable within the time frame and to the amounts suggested? Is there an optimism bias at play or are the proposals lacking in ambition?

Legality: Do the proposed changes to services allow us to continue to meet our statutory obligations to service users?

Equality: Are any equality impacts arising from proposed changes fully assessed, understood and mitigated where necessary?

3. Key Matters for Members' Consideration

3.1 General Observations

Overall the task group is:

- impressed by the diligence and robustness of the options presented by the departments;
- reassured that the draft budget appears to be deliverable both in terms of the proposed savings and income generation;
- content that Equality Impact Assessments (EIAs) have been completed where necessary and appropriate mitigations put in place;
- satisfied that the proposed changes are compliant with the council's statutory obligations; and
- content that there is no double counting of money within the departmental budgets

The task group was particularly pleased to learn about the plans for improving and increasing the use of Assistive Technology in Adult Services, not only in relation to the good financial savings anticipated but also the greater independence it will provide for service users.

The cautious and methodical approach to treasury management is to be commended, though it is important to recognise that members might want to take the opportunity to review the trade-off between income and risk.

Building on the experience of last year the task group has welcomed the opportunity to again review the capital programme both in terms of the associated risks and opportunities as this is an increasingly important component of the Council's budget provision.

3.2 Risks and recommendations

Despite the overall confidence in the draft budget there are a number of risks which the task group wishes to highlight.

3.2.1 Market linked income streams

There a number of income generating streams contained within the proposed budget which are linked to the market and therefore exposed to fluctuations which could impact on the projected figures.

The proposal for phase 2 of the outdoor media project has an increased level of risk in that, whilst potential sites, with a commercial potential of £1m, have been identified they do not yet have all the necessary approvals in terms of political acceptability (local impacts will need consideration) or planning permission. If any sites do not meet the standards of acceptability for the above then there is a risk that the saving will not be met in full.

Recommendation: That the Cabinet Member for Finance, Property and Corporate Services ensures that there is effective project management, including planning consent, to ensure that the budget is de-risked.

Recommendation: That the Cabinet Member for Finance, Property and Corporate Services ensures that effective consultation is undertaken with Ward Members to ensure that they understand the impact of their decisions.

3.2.2 Public health funding of core council activity

The current model of public health provides approximately £6m of funding to council departments for activity to deliver health outcomes. This includes approximately £2.7m in Adult Services, £2.3m in Children's Services and £1.4m in City Management and Communities.

This funding is being met through a mixture of public health savings and draw down from the public health reserve. There is a risk that this funding will not be available to departments in full from 2019/20 as the public health reserves deplete, Department of Health funding reduces and savings in Public Health become harder to deliver.

Recommendation: Cabinet Members whose portfolios currently receive funding from public health should identify which activity is funded in this way and develop ways to, if necessary, replace this funding.

3.2.3 Capital Programme

The task group has continued to increase its scrutiny of the council's capital programme and will continue to do so as the scale of the programme across the council continues to grow.

Reflecting on the draft proposals for 2017/18, the task group suggests that both the size and density of the capital streams across the council present a risk to the deliverability of the programme.

This is of particular note for the **public realm works** planned by the City Management and Communities department. Whilst the net expenditure within the capital programme is not significantly higher compared to last year, the gross expenditure does show a significant increase and relies mainly on external funding, which could be at risk if there are any slippages in the programme. Deliverability of these projects also relies on the availability and capability of contractors to carry out the increased level of work.

Recommendation: That the Cabinet Members for City Highways and Finance, Property and Corporate Services ensure that the capital programme is regularly tracked so that any slippage can be addressed as quickly as possible.

Budget and Performance Task Group

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Budget and Performance Task Group** held on **Wednesday 1st February 2017**, Rooms 1B&C- 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Brian Connell (Chairman), Ian Adams, Andrew Smith, Adam Hug, and Barbara Arzymanow

Also Present: Steve Mair (City Treasurer), Steve Muldoon (Assistant City Treasurer), Ed Watson (Executive Director, Growth, Planning and Housing), Stuart Reilly (Head of Strategic Projects), Dick Johnson (Strategic Finance Manager), Daniel Peattie (Strategic Finance Manager) and Tara Murphy (Policy and Scrutiny Officer)

1 TERMS OF REFERENCE

- 1.1 Cllr Connell reminded members of the task group's terms of reference and noted that the observations and recommendations of the task group would be shared in a report to Cabinet Members and the Council.

2 APOLOGIES

- 2.1 No apologies were received.

3 DECLARATIONS OF INTEREST

- 3.1 Councillor Smith declared that he is Deputy Cabinet Member for Housing. Councillor Arzymanow declared that she is a Governor of Westminster Adult Education Service.

4 BUDGET OVERVIEW

- 4.1 Steve Mair, City Treasurer, provided members with a brief overview of the proposed budget for 2017/2018. Members noted that an additional £35m of net savings were initially identified for 2017/2018. In response to members' questions as to cause of the additional savings requirements the City Treasurer stated that approximately two thirds of the savings target are due to cost pressures, such as inflation, service operating pressures, capital costs, pension costs and other costs and pressures, and the remaining approximate third was due to the reduction in grants from central government.

- 4.2 The City Treasurer gave an overview of the significant capital programme both in terms of expenditure and income. The capital programme is key in helping the council achieve a number of its strategic aims. Members heard that the council has low debt levels due to the past use of capital receipts. The City Treasurer advised that the planned capital expenditure is split into three types of scheme: development, investment and operational.
- 4.3 In response to members' questions about the **achievability** of the proposed budget the City Treasurer informed members that the council has a statutory duty to certify that the budget is robust. The City Treasurer advised that the overall budget proposals are considered to be robust.
- 4.4 Members raised questions about the council's intended approach to and timing of reducing the deficit on the **pension** fund. The City Treasurer advised that there are varying levels of funding of schemes across local authorities as a result of contribution holidays taken in the past. Some have 100% funded pensions but the majority don't, Westminster is amongst this group and is one of the lowest funded funds. The council will consider reducing the pension fund deficit by increasing the amounts paid into the fund to reduce interest costs and the time taken to secure a balanced fund.
- 4.5 Members asked for further analysis on different rates of deficit reduction and whether purchasing temporary accommodation properties on behalf of the council would be a viable investment strategy, but were supportive of the proposed deficit reduction. They were advised that the council is now a member of the CIV.

Action: Members to be provided with information outlining the ability of local authorities to invest in local areas, specifically temporary accommodation, and the impact of differing levels of deficit contribution.

- 4.6 In response to members' questions about the level of **general reserves** the council holds, the City Treasurer stated that figure is currently circa £41m, down from approximately £70m in 2008 prior to the global economic crisis. In the three years after this, the reserves reduced by £47m as a result of changes in the economy impacting council finances. It was noted that were something similar in size to happen again, only representing some 2% of gross expenditure, the reserves could be reduced to nil. The City Treasurer advised that the intention therefore, is to raise the general reserves level by approximately £5m every year for the foreseeable future.

Action: To provide members with information as to where the council sits amongst other local authorities in terms of levels of general reserves.

- 4.7 The City Treasurer flagged the issue of the Sustainability and Transformation Plan (STP) for which there is a sub- regional planning process across North West London. Members were advised that no figures for the impact of this plan are included in the proposed budget as the analysis is not sufficiently detailed yet. The Council has taken a prudent approach to this.
- 4.8 Cllr Connell reminded members that there is a statutory duty on the council to complete an assessment as to whether a full equality impact assessment (EIA) is required for any policy and service changes. This had been undertaken in respect of all savings proposals forming the budget, a file had been completed with all such assessments and all full EIAs had been provided in the papers for the task group.

5 GROWTH, PLANNING AND HOUSING

- 5.1 Ed Watson, Executive Director of Growth, Planning and Housing, took members through the budget proposals for the directorate. The proposals representing departmental **savings** of £5.2m were outlined and discussed.
- 5.2 Members heard that the savings in relation to **property** would be achieved through a mixture of asset rationalisation and improved management as well as income generation through delivery of major projects. The department has taken a more realistic view of the savings that can be realised through rationalisation and improved management as a substantial proportion of the estate was in the form of schools and leisure facilities so would not form part of such an exercise.
- 5.3 Members noted that the City Hall Refurbishment project was not reflected within the revenue savings figures as the programme was not due to be delivered in 2017/18.
- 5.4 Regarding savings from major projects income and cost recovery, the Executive Director advised that full cost recovery was planned and that there was confidence that the savings could be delivered, particularly as some projects were already in year two.
- 5.5 The Executive Director advised that the housing related savings would be achieved through: reshaping the existing housing options service; acquiring more temporary accommodation properties and creating an income stream from them; and delivering some efficiencies in the rough sleeping service.
- Action:** Members to be provided with analysis of the rate of return on temporary accommodation properties acquired.
- 5.6 Members heard that the rough sleeping savings identified were the tail end of an on-going series of savings focused on procurement, service redesign and

efficiencies. It was noted that the efficiencies will be made in the back office and through working more effectively with partners.

- 5.7 In response to questions from members on rough sleeping, the Executive Director advised that the rough sleeping costs were about the service the council provides in its hostels, there would be no impact on the current contractual arrangements in terms of the service provided. The savings involve working the contracts harder and finding new ways to work with other partners to deliver services.
- 5.8 Members were advised that the outcome of the Housing Reduction Bill and its associated impacts were not currently known but GPH and Finance were doing some modelling on the possible impacts.
- 5.9 Members heard that further savings were due to be realised through a mixture of:
- enhancing efficiencies at the Westminster Adult Education Service (WAES);
 - recovering costs from work that WAES undertakes on behalf of external partners; and
 - delivering the final phase of the digitisation of the planning application process
- 5.10 It was noted that the final savings proposals would be delivered through a reduction in the operating cost of the department.
- 5.11 In response to members' inquiries as to whether there were any challenges that may place pressure on the budget proposals – the Executive Director advised that the Housing and Planning White paper was due to be published in the near future but it was not clear as yet what the financial implications of this emerging legislation would be.
- 5.12 The Executive Director outlined the elements which make up the proposed departmental **capital expenditure** of £210.742m.
- 5.13 Members were informed that the **major projects** programme includes:
- the City Hall Refurbishment
 - Dudley House and
 - Moberly Sports Centre

Action: Members to be provided with rate of return on Dudley House.

- 5.14 The Executive Director also outlined a number of smaller capital projects such as the open spaces strategy, street trees planting programmes, air quality, broadband infrastructure and some work in relation to Oxford Street and the West End Partnership.

6 MEETING CLOSE

6.1 The Meeting ended at 8.25pm.

Budget and Performance Task Group

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Budget and Performance Task Group** held on **Thursday 2nd February 2017**, Rooms 1B&C- 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Brian Connell (Chairman), Ian Adams, Andrew Smith, Adam Hug, and Barbara Arzymanow

Also Present: Steve Mair (City Treasurer), Steve Muldoon (Assistant City Treasurer), Siobhan Coldwell (Chief of Staff), Julia Corkey (Director of Policy, Performance and Communications), Barry Smith (Head of City Policy and Strategy), Clare Chamberlain (Tri-borough Director for Children's Services), Melissa Caslake (Director of Family Services), Dave McNamara (Director of Finance, Children's Services) Stella Baillie (Tri-borough Director for Integrated Care), Prakash Daryanani (Interim Director of Finance, Adult Social Care), Ashley Hughes (Finance Manager), Mike Robinson (Tri-borough Director of Public Health) Richard Simpson (Finance Manager) and Tara Murphy (Scrutiny Officer)

1 WELCOME

Apologies

- 1.1.1 Cllr Connell noted that apologies had been received from Liz Bruce, Tri-borough Director of Adult Services and Social Care.

Declarations of Interest

- 1.2.1 Cllr Ian Adams declared that he is Vice-Chair of Age-UK Westminster and is Lord Mayor-elect so declined to participate in the discussions on the Lord Mayor's budget.
- 1.2.2 Cllr Barbara Arzymanow declared that she is a Governor at Mary Paterson and Dorothy Gardner Early Years Nursery Schools.

2 CHIEF OF STAFF

- 2.1 Cllr Connell invited Siobhan Coldwell, Chief of Staff to take members through the budget proposals for her portfolio. It was noted that the portfolio covers governance and committee services, the Lord Mayor's office, the complaints service, the election team, the coroner's office and land charges - the last three areas are the main sources of income in the portfolio.

- 2.2 It was noted that there were no anticipated pressures on the budget but a number of potential risks have been identified but with no significant financial impact. These areas included:
- the Coroner's Service, due to changes in the Coroners and Justice Act which will result in more inquests being required; and
 - Land registry searches may face pressure if the property market dampens, but Westminster remains an attractive service provider due to it being cheaper and more efficient than other providers.
- 2.3 In terms of the proposed **savings**, Members heard that improvements would be made to the council's complaints service, with stricter criteria introduced to ensure that only those complaints that need to progress to stage two. Members raised concerns about the potential risk in relation to the actual customer experience.
- 2.4 The Chief of Staff advised that she was confident that the savings proposed for the Lord Mayor's Office could be delivered without undermining the reputation of the office, as the savings would be achieved through addressing operational inefficiencies.

Action: Chief of Staff to circulate information on land searches to members.

Recommendation: Cabinet Members make sure that they are assured by officers that there is no negative impact on customer experience as the complaints service is improved.

3 POLICY, PERFORMANCE AND COMMUNICATIONS

- 3.1 Councillor Connell invited Julia Corkey, Director of Policy, Performance and Communications to present the department's budget. It was highlighted that this department was a key income generating department for the council and that spend in the department was offset by this. It was noted that the deficit in the current year's budget was due to market changes in advertising outside the department's control.
- 3.2 The discussion focused on the key risks associated with the forthcoming budget proposals. These included:
- The Voluntary and Community Sector (VCS) - likely to see increasing demand on their services whilst their level of funding remains static.
 - The Community Infrastructure Levy – which is anticipated to bring in significant amounts of money to the council CIL but has been reviewed by the Government and the outcome of the review may be known in the forthcoming in the upcoming Housing White

Paper. As an external source of funding it is at risk of the vagaries of the market and Government intervention.

- Phase 2 of the outdoor media project – Sites have yet to be agreed and are dependent on political appetite and the market at the time. £1m of the projected £2.25m income target is therefore subject to political and planning decisions, but sites had been identified which would deliver this amount.

3.3 It was noted that the **capital expenditure** for phase 2 of the outdoor media programme would not be needed in full should sites for the project not be approved.

Action: Members to be sent information on both the phasing of the saving and the location of the 10 identified advertising sites for phase 2 of the outdoor media project.

4 CHILDREN'S SERVICES

4.1 Clare Chamberlain, Tri-borough Director of Children's Services provided members with a brief overview of the proposed budget for 2017/2018. It was noted that approximately two-thirds of the budget was uncontrolled as it is made up of a schools grant which goes straight to schools. The remaining controllable budget was approximately £35m.

4.2 Members noted that most of the proposed savings have been delivered early by the department and it was confirmed that there would be no further planned changes to the structure of services in these areas during the next year. In response to members' queries about the areas of most risk for service users, the Director identified the Focus on Practice saving of £130,000. It was explained that this is a volatile area with changing demand which is why it is considered high risk.

4.3 The budget pressures for the coming year were explained and the following key areas discussed.

- Unaccompanied Asylum Seeking Children (UASC) – increased numbers and no additional funding from the Government.
- Care leaver support 18-25 - increased statutory responsibility as result of proposed changes to legislation currently going through parliament
- Youth Offending Service – there is a year on year reduction in grant money and although there is a decrease in the number of new entrants into the system, there has been an increase in gang related users
- Passenger Transport – due to a statutory responsibility to assist SEN young people aged 18-25 with transport requirements and increased take-up by parents.

- 4.4 Members commented on the significant reduction in budget for family services in the proposed budget for 2017/18. It was noted that this was due to the early help offer being more effectively redeveloped with children's centres and the success of the department in driving down the numbers of young people coming into high-cost care placements.
- 4.5 The proposed **capital programme** discussions focused on the secondary school expansion programme which is the main area of proposed spend. It was noted that as the Council has to ensure that all residents have a place at school in Westminster, four schools were being expanded in order to meet the projected rise in demand.

Action: Members to be sent a breakdown of what is driving the passenger transport cost pressure.

5 ADULT SERVICES AND PUBLIC HEALTH

- 5.1 Stella Baillie, Tri-borough Director of Integrated Care, presented to the task group on the proposed budget for Adult Services. It was noted that the departmental categories within the 2016/17 budget have been revised as a way of making the budget easier to understand. These categories are used for 2017/18 and will continue to be utilised therefore making the changes easier to track each year.
- 5.2 A number of **key issues** were identified for the department for 2017/18, these included: increasing demographic growth and ageing population, reduced opportunities for commissioning and contract efficiencies, and an increase in acuity and complexity of needs. A key risk to the department was noted as being the fragility of the care market which could have an impact on the ability to deliver services and savings. Members heard that the department was working with existing providers in the market based on knowledge of what works, in order to mitigate some the risks.
- 5.3 Members noted that a number of **efficiencies** are planned in order to achieve the proposed budget and more discussion took place on the following areas.
- Wellbeing and prevention services – which will see a continuation of work to increase the use of Assistive Technology and other preventative services so as to reduce demand on home care.
 - Health integration benefit – this will involve working with health to implement integrated services within the Better Care Fund.
- 5.4 The Director outlined a number of budgetary **pressures** facing the department, a number of which, such as an increase in the complexity and acuity of problems, were recognised as the result of an aging population. It was noted that the London

Living Wage would create an increase in costs for the department but which is necessary in order to attract people to work in home care roles.

- 5.5 It was noted that a key component of the proposed **capital expenditure** is projects related to systems and technology improvements which are not only critical in allowing the department to meet its statutory responsibilities but are key to realising the assisted technology related savings identified. Members were also advised that a number of specialist housing projects would be delivered and of benefit to Adult Social Care but they would be managed within the Growth, Planning and Housing capital budget.

6 PUBLIC HEALTH

- 6.1 Mike Robinson, Director of Public Health presented an overview of the budget to task group members. It was noted that the proposed budget for 2017/18 is based on a ring-fenced grant from the Department of Health (DoH), which is expected to be fully spent. Members noted that the proposed 2017/18 budget is £800,000 less than received the previous year due to DoH plans to reduce the Public Health Grant by 2.5% per year until the end of this Parliament.
- 6.2 It was highlighted that if the service spends to budget this would involve a drawdown from the Public Health reserve in order to support commissioned services and to fund public health outcome initiatives across other council departments. The sustainability of the services utilising the Public Health funding will need addressing ahead of each year's reduction in the grant.

Action: Members to be provided with an analysis of where Public Health supports outcomes across the council.

- 6.3 It was noted that there were no capital projects planned by the department for 2017/18.

7 MEETING CLOSE

- 7.1 The Meeting ended at 9.10pm.

Budget and Performance Task Group

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Budget and Performance Task Group** held on **Friday 3rd February 2017**, Rooms 1B&C- 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Brian Connell (Chairman), Ian Adams, Andrew Smith, David Boothroyd, and Barbara Arzymanow

Also Present: Steve Mair (City Treasurer), Steve Muldoon (Assistant City Treasurer), Stuart Love (Director of City Management and Communities), Catherine Murphy (Strategic Finance Manager) John Quinn (Director of Corporate Services) and Tara Murphy (Policy and Scrutiny Officer).

1 WELCOME

Apologies

- 1.1.1 Cllr Connell noted that apologies had been received from Cllr Adam Hug who was replaced by Cllr David Boothroyd.

Declarations of Interest

- 1.2.1 There were no declarations of interest.

2 CITY MANAGEMENT AND COMMUNITIES

- 2.1 Stuart Love, Director of City Management and Communities provided members with an overview of the proposed budget for the department.

- 2.2 Members noted the range of areas identified for **savings and income generation** and there was discussion about the achievability and risks associated with the following areas:

- Although the digital transformation programme is ready to be delivered it is reliant on a number of technical elements and other departments before it can proceed, which is a risk to its deliverability.
- A number of the larger income generating proposals such as the Code of Construction, parking, and commercial waste services are linked to the economy and could be severely impacted with any negative change in the market. Members also noted the potential political risk associated with the introduction of the minimum stay duration for on-street parking.

- 2.3 The Director outlined the key components of the proposed **capital expenditure** programme to Members. It was noted that the transportation projects would be almost entirely funded by Transport for London (TfL) and the major projects outlined as part of the Public Realm Enhancements would be almost all externally funded. Members heard that the council's expenditure would mainly fund the asset maintenance projects which included structural work on bridges, carriageway maintenance and stone mastic asphalt improvement.
- 2.4 Members raised concerns about the deliverability risks of the projects - in terms of slippage and the associated risk of external funding remaining available - given that the proposed spend was more than double than the council had ever delivered before; and the amount of TfL-funded investment was also much greater than previous levels.
- 2.5 In response to members' queries about capital spending on CCTV, the Director explained that following the de-commissioning of the cameras the council had agreed to set aside money to replace the cameras should the police present a proposal which sees them cover the on-going revenue costs and future replacement.

3 CORPORATE SERVICES

- 3.1 John Quinn, Director of Corporate Services, provided members with an outline of the scope of the department, which covers: people's services, legal services, procurement, ICT, the Managed Services Programme and the digital programme. He then gave an overview of the proposed departmental budget stating that he was confident that the proposals were deliverable as many of the savings had already been achieved.
- 3.2 The following key issues for the department were noted, including: delivery of the digital transformation programme; optimising the Managed Services Programme; and end user co-operation in order to deliver ICT savings.
- 3.3 Members noted the range of areas in which savings were proposed, including: reducing spend on legal services; redesigning the IT staff structure; moving to a new communications contract and a review of vacancies within the department. In response to members' queries, the Director advised that the proposed CCTV saving was not a double count with City Management and Communities' savings as it relates to the turning off of the hardware which is used for CCTV enforcement.

- 3.4 Members heard that the biggest risk contained within the income generation proposals was the commercial operating model for procurement as this is a new venture and the timing of deals could fall outside this budget cycle.

4 CITY TREASURER

- 4.1 Steve Mair, the City Treasurer, provided an overview of the proposed budget for the City Treasurer's team. Members noted that Westminster's annual accounts are of the highest quality and delivered the fastest in the country exceeding the whole local government sector and 93% of the FTSE 100.

- 4.2 Members heard that the department will be:

- developing a talent management framework to ensure that business continuity is maintained in the event of key personnel leaving;
- continuing with the comprehensive staff training and development plan to ensure the highest professional and commercial standards; and
- leading on the differential services project which will support services to review options to set different charges depending on the level of service provided.

Members also noted that there could potentially be an impact on investment yields due to the adverse effects of Brexit.

- 4.3 Members noted that a significant proportion of the funding of the 2017/18 capital programme would come from capital receipts gained from Moxon Street. Members were pleased to note that a general contingency funding had been built into the capital programme and that capital contingency would be held centrally, with departments bidding from this central pot via the Capital Review Group.

5 MEETING CLOSE

- 5.1 The Meeting ended at 8.10pm.

Annex B - Council Tax Resolution

That the Council be recommended to resolve as follows:

1. It be noted that on the 25th of January 2017, the Council calculated the Council Tax Base 2017/18
 - a) For the whole Council area as **126,975.59** [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the “Act”); and
 - b) For dwellings in the Montpelier Square area as **94.16**
 - c) For dwellings in the Queen’s Park Community Council area as **3,346.26**
2. Calculate that the Council Tax Requirement for the Council’s own purposes for 2017/18 (excluding Special Expenses) is **£51,821,278**
3. That the following amounts be calculated for the year 2017/18 in accordance with Sections 31 to 36 of the Act:
 - a) **£864,597,394** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it.
 - b) **£812,731,116** being the aggregate amounts which the Council estimates for items set out in Section 31A(3) of the Act.
 - c) **£51,866,278** being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax Requirement for the year (*Item R in the formula in Section 31B of the Act*).
 - d) **£408.47** being the amount at 3(c) above (Item R) all divided by Item T (1(a) above), calculated by the Council in accordance with Section 31B of the Act, as the Basic Amount of its Council Tax for the year (including Special Amounts)
 - e) **£45,000** being the amount of the Montpelier Square Garden Committee special item referred to in Section 34(1) of the Act.

f) **£408.12** being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of the Council Tax for the year for those dwellings in those parts of the area to which no special item relates.

4. To note that the Greater London Authority have issued a precept to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwelling in the Council's area as indicated in the table below:

Ratio	Band	Greater London Authority
6	A	186.68
7	B	217.79
8	C	248.91
9	D	280.02
11	E	342.25
13	F	404.47
15	G	466.70
18	H	560.04

5. To note that the Queen's Park Community Council have issued a precept to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwelling in the Queen's Park Community Council area as indicated in the table below:

Ratio	Band	Queen's Park Community Council
6	A	30.92
7	B	36.07
8	C	41.23
9	D	46.38
11	E	56.69
13	F	66.99
15	G	77.30
18	H	92.76

6. To note that the Montpelier Square Garden Committee Special Expense for each category of dwelling as indicated in the table below:

Ratio	Band	Montpelier Square Garden Committee
6	A	318.61
7	B	371.71
8	C	424.81
9	D	477.91
11	E	584.11
13	F	690.31
15	G	796.52
18	H	955.82

7. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2017/18 for each part of its area and for each category of dwellings:

Westminster Council Requirement & Special Expenses

Ratio	Band	Queen's Park Community Council	Montpelier Square Garden Committee	All Other Parts of Westminster City Council
6	A	303.00	590.69	272.08
7	B	353.50	689.14	317.43
8	C	404.00	787.58	362.77
9	D	454.50	886.03	408.12
11	E	555.50	1082.92	498.81
13	F	656.50	1279.82	589.51
15	G	757.50	1476.72	680.20
18	H	909.00	1772.06	816.24

Westminster Council Requirement, Special Expenses and Precepts

Ratio	Band	Queen's Park Community Council	Montpelier Square Garden Committee	All Other Parts of Westminster City Council
6	A	489.68	777.37	458.76
7	B	571.29	906.93	535.22
8	C	652.91	1036.49	611.68
9	D	734.52	1166.05	688.14
11	E	897.75	1425.17	841.06
13	F	1060.97	1684.29	993.98
15	G	1224.20	1943.42	1146.90
18	H	1469.04	2332.10	1376.28

8. That the City Treasurer be authorised to collect (and disperse from the relevant accounts) the Council Tax and the National Non-Domestic Rate and that whenever the office of the City Treasurer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised postholder be authorised to act as beforesaid in his stead.
9. That notice of amounts of Council Tax be published.
10. That the Council does not adopt a special instalment scheme for Council tenants.

11. That the Council offers as standard the following patterns for Council Tax and National Non-Domestic Rate: payment by 1, 2, 4, 10 or 12 instalments and that delegated officers have discretion to enter into other agreements that facilitate the collection of Council Tax and National Non-Domestic Rate.
12. That the Council does not offer payment discounts to Council Taxpayers.
13. That the Council resolve to charge owners for Council Tax in all classes of chargeable dwellings prescribed for the purposes of Section 8 of the Act.

Equalities Impact Assessments

The Council has a duty to ensure that all policy decisions are considered to assess whether they have any equality impacts. All budget changes set out in this report have been screened to ensure that equality impacts have been considered where appropriate.

An Equalities Impact Assessment (EIA) was produced for each of the savings initiatives for the 2017/18 budget. This Annex sets out all of the completed EIAs, grouped by Cabinet portfolio area. A separate electronic file for each portfolio area has been produced and is saved on the Westminster City Council external website, as follows:

- Annex C Part a – Business, Culture and Heritage
- Annex C Part b – Housing
- Annex C Part c – Planning and Public Realm
- Annex C Part d – Leader of the Council and Finance, Property and Corporate Services
- Annex C Part e – Children, Families and Young People
- Annex C Part f – Adult Social Services and Public Health
- Annex C Part g – Environment, Sports and Community
- Annex C Part h – City Highways
- Annex C Part i – Public Protection and Licensing

Additionally, a lever arch file containing the EIAs for all savings proposals is held by the Member Services team on the 18th floor of City Hall and will be available for Councillors to review between 9am and 5pm, Monday to Friday, up until the date of the full Council meeting on 1st March 2017; Members are requested to ask any one of the team for access to the file if they wish to see them. In order for all Members to have access to these, the file cannot be taken out of the building. All full EIAs were also published as part of the papers issued for the Budget and Performance Task Group meetings held on 1st, 2nd and 3rd February 2017 and are available on the Council's website.

SCHEDULE OF BUDGET PROPOSALS AND EIA REFERENCE NUMBERS

The list of proposals set out below shows the savings being targeted for delivery in 2017/18.

Members are requested to review the list and the Equality Impact Assessment reports cross-referenced below, as part of the requirement to consider each saving proposed before the decision to recommend the budget is taken.

Proposal Reference Number	Proposal Description	EIA Reference Number	EIA Description	Cabinet Portfolio	Saving 2017/18 £000	Extent of EIA
Business, Culture and Heritage						
1.2	Outdoor Media			Business, Culture and Heritage	2250	Part 1 only
2.5	Events and Filming fees			Business, Culture and Heritage	243	Part 1 only
2.6	Lord Mayor's Secretariat			Business, Culture and Heritage	75	Part 1 only
4.8	Economy team - alternative funding			Business, Culture and Heritage	110	Part 1 only
4.12	Street Trading Licensing Fees Income			Business, Culture and Heritage	200	Part 1 only
4.14	Westminster Adult Education Service			Business, Culture and Heritage	42	Part 1 only
4.15	Review of staffing, supplies & services (GPH)			Business, Culture and Heritage	843	Part 1 only
Housing						
4.2	Review of Housing Options and Homeless Service costs			Housing	500	Part 1 only
4.10	Temporary Accommodation homes purchase			Housing	357	Part 1 only
4.13	Rough Sleeping and Supported Housing			Housing	880	Part 1 only
Planning and Public Realm						
2.2	Development Planning Transformation			Planning and Public Realm	50	Part 1 only
6.7	Code of Construction Practice			Planning and Public Realm	700	Part 1 only
Finance, Property and Corporate Services						
1.3	Digital Transformation			Finance, Property and Corporate Services	533	Part 1 only
1.4	Tri-Borough Corporate Services - Legal Services			Finance, Property and Corporate Services	266	Part 1 only
1.14	Business Intelligence			Finance, Property and Corporate Services	200	Part 1 only
1.16	Reduced spend on Legal Services			Finance, Property and Corporate Services	100	Part 1 only
1.18	Increase in Council Tax Base			Finance, Property and Corporate Services	472	Part 1 only
1.20	Revenue & Benefits – contract extension			Finance, Property and Corporate Services	233	Part 1 only
1.21	Commercial operating model for procurement			Finance, Property and Corporate Services	350	Part 1 only
1.25	Corporate Property Strategy			Finance, Property and Corporate Services	76	Part 1 only
4.6	Major Projects - Income Generation			Finance, Property and Corporate Services	687	Part 1 only
1.26	IT Staff structure and trading			Finance, Property and Corporate Services	250	Part 1 only
1.37	Transition to new comms contract/model			Finance, Property and Corporate Services	291	Part 1 only
1.40	Property Rationalisation and Asset Management (including Hubs)			Finance, Property and Corporate Services	1257	Part 1 only
1.41	ICT - Cease CCTV services			Finance, Property and Corporate Services	1386	Part 1 only
1.44	Recharging of Comensura contract			Finance, Property and Corporate Services	250	Part 1 only
1.45	Restructure of CPMU			Finance, Property and Corporate Services	200	FULL
1.46	Review of staffing, supplies and services - Chief of Staff			Finance, Property and Corporate Services	100	Part 1 only
1.47	Council Tax increase			Finance, Property and Corporate Services	TBC	Part 1 only
1.48	Review of the complaints process			Finance, Property and Corporate Services	110	Part 1 only
1.52	City Treasurers Budget Reviews			Finance, Property and Corporate Services	393	Part 1 only
1.53	Review of vacancies within Corporate Services			Finance, Property and Corporate Services	316	Part 1 only
1.54	Review of ICT budgets			Finance, Property and Corporate Services	657	Part 1 only
Children, Families and Young People						
8.1	Commissioning contracts	8.1A	Children With Disabilities	Children, Families and Young People	160	FULL
		8.1B	Marlborough & Tavistock	Children, Families and Young People	83	FULL
		8.1C	Specialist Legal Services	Children, Families and Young People	200	Part 1 only
		8.1D	Speech and Language Therapy Service	Children, Families and Young People	68	Part 1 only
		8.1E	Children in Need	Children, Families and Young People	16	Part 1 only
		8.1F	Tracking and Surveys Re-commissioning	Children, Families and Young People	60	Part 1 only
8.2	Commissioning team		Commissioning Team	Children, Families and Young People	16.5	Part 1 only
8.4	Early Help	8.4A	Play Service	Children, Families and Young People	30	FULL
		8.4B	Early Help reconfiguration	Children, Families and Young People	1104	FULL
		8.4C	Early Help - Children's Centre services	Children, Families and Young People	1425	FULL
		8.4D	Youth Service Decommission	Children, Families and Young People	576	FULL
8.5	Education	8.5A	Asset Strategy	Children, Families and Young People	10	Part 1 only
		8.5B	School Standards staffing	Children, Families and Young People	20	Part 1 only
		8.5C	Attendance of Children at School	Children, Families and Young People	20	Part 1 only
		8.5D	Education Psychology	Children, Families and Young People	60	Part 1 only
		8.5E	Special Education Needs Service Staffing	Children, Families and Young People	30	Part 1 only
8.6	Finance & Resources	8.6	Finance & Resources	Children, Families and Young People	400	Part 1 only

SCHEDULE OF BUDGET PROPOSALS AND EIA REFERENCE NUMBERS

The list of proposals set out below shows the savings being targeted for delivery in 2017/18.

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Proposal Reference Number	Proposal Description	EIA Reference Number	EIA Description	Cabinet Portfolio	Saving 2017/18 £000	Extent of EIA
8.7	Focus on Practice		Placements	Children, Families and Young People	250	Part 1 only
8.9	Family Services including edge of care	8.9A	Fostering & Adoption Services	Children, Families and Young People	100	Part 1 only
		8.9B	Children's Services Section 17 savings	Children, Families and Young People	30	Part 1 only
		8.9C	Safeguarding Staff Reduction	Children, Families and Young People	60	Part 1 only
		8.9D	Housing Officer post (£15k)	Children, Families and Young People	15	Part 1 only
		8.9E	Car allowance	Children, Families and Young People	10	Part 1 only
		8.9F	Youth Offending Service (YOS)	Children, Families and Young People	25	Part 1 only
		8.9G	Disabled Children Team Staff relocation	Children, Families and Young People	50	Part 1 only
8.15	Virtual School Funding		Virtual School Funding	Children, Families and Young People	300	Part 1 only
8.21	Passenger Transport Mitigations		Passenger Transport Mitigations	Children, Families and Young People	50	Part 1 only
Adult Social Services and Public Health						
3.1	Commissioning Transformation and Contract Efficiencies			Adult Social Services and Public Health	383	Part 1 only
3.3ii	Well being and prevention services – including Assistive Technology			Adult Social Services and Public Health	922	Part 1 only
3.5	High Cost, High Needs Packages Review			Adult Social Services and Public Health	150	Part 1 only
3.6	Better Care Fund - Health Integration Benefit Share			Adult Social Services and Public Health	500	FULL
3.8	Public Health Funded Initiative – Improving Social Isolation			Adult Social Services and Public Health	200	Part 1 only
3.12	Mental Health Placements			Adult Social Services and Public Health	100	Part 1 only
3.13	Learning Disability Placements and Supplies/Services Review			Adult Social Services and Public Health	200	Part 1 only
3.23	Public Health	3.23i	Community and Reproductive Sexual Health Services	Adult Social Services and Public Health	3197	Part 1 only
		3.23ii	Substance Misuse Services	Adult Social Services and Public Health		Part 1 only
		3.23iii	Families and Children Services Equality Impact Assessment	Adult Social Services and Public Health		Part 1 only
3.34	Line by Line Supplies & Services /Contract Review			Adult Social Services and Public Health	200	Part 1 only
3.35	Adult Social Care Levy			Adult Social Services and Public Health	983	Part 1 only
Environment, Sports and Community						
5.8	Commercial waste income			Environment, Sports and Leisure	1250	Part 1 only
7.3	Sports & Leisure - Phase I			Environment, Sports and Leisure	265	Part 1 only
7.6	Libraries Service Delivery - Service Reform			Environment, Sports and Leisure	750	Part 1 only
7.7	Registration Service Income Growth - Commercialisation			Environment, Sports and Leisure	150	FULL
7.14	Libraries supplies and services efficiencies			Environment, Sports and Leisure	86	Part 1 only
City Highways						
5.1	Highways - Alternative Service Delivery Models			City Highways	140	Part 1 only
5.2	Highways - Service Level Changes			City Highways	260	Part 1 only
5.10	Compliance and Audit contract - reduction in service levels			City Highways	25	Part 1 only
5.13	Highways - Expenditure Review			City Highways	1060	Part 1 only
9.2	Parking Transformation Programme			City Highways	819	Part 1 only
9.4	Parking Suspensions Charges Review – Demand Management			City Highways	8000	Part 1 only
9.5	Review of On Street Parking charges to manage demand			City Highways	350	Part 1 only
9.6	CCTV - Moving Traffic			City Highways	643	Part 1 only
9.7	Introduction of Minimum Stay Duration			City Highways	1000	Part 1 only
Public Protection and Licensing						
6.2	Commercial Opportunities in Private Rented Accommodation (Licensing)			Public Protection and Licensing	35	Part 1 only
6.6	Licensing Fees Income			Public Protection and Licensing	50	Part 1 only

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		8.9D	Housing Officer post (£15k)	Children, Families and Young People	15	Part 1 only
		8.9E	Car allowance	Children, Families and Young People	10	Part 1 only
		8.9F	Youth Offending Service (YOS)	Children, Families and Young People	25	Part 1 only
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3.3ii	Well being and prevention services – including Assistive Technology			Adult Social Services and Public Health	922	Part 1 only
3.5	High Cost, High Needs Packages Review			Adult Social Services and Public Health	150	Part 1 only
3.6	Better Care Fund - Health Integration Benefit Share			Adult Social Services and Public Health	500	FULL
3.8	Public Health Funded Initiative – Improving Social Isolation			Adult Social Services and Public Health	200	Part 1 only
3.12	Mental Health Placements			Adult Social Services and Public Health	100	Part 1 only
3.13	Learning Disability Placements and Supplies/Services Review			Adult Social Services and Public Health	200	Part 1 only
3.23	Public Health	3.23i	Community and Reproductive Sexual Health Services	Adult Social Services and Public Health	3197	Part 1 only
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3.34	Line by Line Supplies & Services /Contract Review			Adult Social Services and Public Health	200	Part 1 only
3.35	Adult Social Care Levy			Adult Social Services and Public Health	983	Part 1 only
Environment, Sports and Community						
5.8	Commercial waste income			Environment, Sports and Leisure	1250	Part 1 only
7.3	Sports & Leisure - Phase I			Environment, Sports and Leisure	265	Part 1 only
7.6	Libraries Service Delivery - Service Reform			Environment, Sports and Leisure	750	Part 1 only
7.7	Registration Service Income Growth - Commercialisation			Environment, Sports and Leisure	150	FULL
7.14	Libraries supplies and services efficiencies			Environment, Sports and Leisure	86	Part 1 only
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5.1	Highways - Alternative Service Delivery Models			City Highways	140	Part 1 only
5.2	Highways - Service Level Changes			City Highways	260	Part 1 only
5.10	Compliance and Audit contract - reduction in service levels			City Highways	25	Part 1 only
5.13	Highways - Expenditure Review			City Highways	1060	Part 1 only
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9.5	Review of On Street Parking charges to manage demand			City Highways	350	Part 1 only
9.6	CCTV - Moving Traffic			City Highways	643	Part 1 only
9.7	Introduction of Minimum Stay Duration			City Highways	1000	Part 1 only
Public Protection and Licencing						
6.2	Commercial Opportunities in Private Rented Accommodation (Licencing)			Public Protection and Licencing	35	Part 1 only
6.6	Licencing Fees Income			Public Protection and Licencing	50	Part 1 only

Schedule 1 – Illustrative Gross Income* - 2016/17 to 2017/18

Cabinet Portfolio:

	2016/17 Budget (£'000's)	Budget Change (£'000's)	2017/18 Budget (£'000's)
Leader of the Council	(2,281)	0	(2,281)
Deputy Leader and Business, Culture and Heritage	(20,083)	(2,546)	(22,629)
Finance, Property and Corporate Services	(289,059)	1,214	(287,845)
Adult Social Services and Public Health	(79,940)	(4,747)	(84,687)
City Transport	(86,981)	(11,493)	(98,474)
Children, Families and Young People	(109,681)	(1,338)	(111,019)
Planning and Public Realm	(7,914)	0	(7,914)
Environment, Sports and Community	(22,764)	(1,665)	(24,429)
Public Protection and Licensing	(8,121)	(437)	(8,558)
Housing	(41,360)	(1,552)	(42,912)
Sub-Total	(668,184)	(22,564)	(690,748)

Core Funding:

Council Tax	(49,350)	(259)	(49,609)
Business Rates	(75,919)	(2,161)	(78,080)
Revenue Support Grant	(57,851)	11,690	(46,161)
Sub-Total	(851,304)	(13,294)	(864,597)

Executive Management Team:

Chief of Staff	(2,651)	0	(2,651)
City Treasurer	(34,664)	3,016	(31,648)
Director of Policy, Performance and Communications	(7,791)	(2,194)	(9,985)
Executive Director Adult Services	(79,940)	(4,747)	(84,687)
Executive Director of Childrens Services	(109,681)	(1,338)	(111,019)
Executive Director of City Management and Communities	(121,418)	(13,795)	(135,213)
Executive Director of Corporate Services	(7,157)	(600)	(7,757)
Executive Director of Growth, Housing and Planning	(304,883)	(2,906)	(307,788)
Sub-Total	(668,184)	(22,564)	(690,748)

Core Funding:

Council Tax	(49,350)	(259)	(49,609)
Business Rates (Net of Tariff)	(75,919)	(2,161)	(78,080)
Revenue Support Grant	(57,851)	11,690	(46,161)
Sub-Total	(851,304)	(13,294)	(864,597)

**The budgets for 2017/18 presented here have been calculated on the basis of potentially increasing Council Tax by 1.90% and so is for illustrative purposes*

Schedule 2 – Illustrative Gross Expenditure* - 2016/17 to 2017/18

Cabinet Portfolio:

	2016/17 Budget (£'000's)	Budget Change (£'000's)	2017/18 Budget (£'000's)
Leader of the Council	8,873	(493)	8,380
Deputy Leader and Business, Culture and Heritage	17,959	(33)	17,926
Finance, Property and Corporate Services	326,113	19,343	345,455
Adult Social Services and Public Health	139,120	2,041	141,161
City Transport	44,705	(1,504)	43,201
Children, Families and Young People	145,534	(3,730)	141,804
Planning and Public Realm	9,641	(50)	9,591
Environment, Sports and Community	73,233	(156)	73,077
Public Protection and Licensing	19,899	(691)	19,208
Housing	66,227	(1,433)	64,795
Sub-Total	851,304	13,294	864,597

Core Funding:

Council Tax	0	0	0
Business Rates Tariff Increase	0	0	0
Revenue Support Grant	0	0	0
Total	851,304	13,294	864,597

Executive Management Team:

Chief of Staff	5,379	(231)	5,147
City Treasurer	54,291	20,926	75,217
Director of Policy, Performance and Communications	15,390	(486)	14,903
Executive Director Adult Services	139,120	2,041	141,161
Executive Director of Childrens Services	145,534	(3,730)	141,804
Executive Director of City Management and Communities	137,079	(2,351)	134,728
Executive Director of Corporate Services	20,879	(1,272)	19,607
Executive Director of Growth, Housing and Planning	333,632	(1,603)	332,029
Net Cost of Service Provision	851,304	13,294	864,597

Core Funding:

Council Tax	0	0	0
Business Rates (Net of Tariff)	0	0	0
Revenue Support Grant	0	0	0
Total	851,304	13,294	864,597

**The budgets for 2017/18 presented here have been calculated on the basis of potentially increasing Council Tax by 1.90% and so is for illustrative purposes*

Schedule 3 - Net Budget Requirement

<u>Cabinet Portfolio:</u>	2016/17 Budget (£'000's)	Budget Change (£'000's)	2017/18 Budget (£'000's)
Leader of the Council	6,592	(493)	6,100
Deputy Leader and Business, Culture and Heritage	(2,125)	(2,579)	(4,703)
Finance, Property and Corporate Services	37,053	20,556	57,610
Adult Social Services and Public Health	59,180	(2,706)	56,474
City Transport	(42,276)	(12,997)	(55,273)
Children, Families and Young People	35,854	(5,068)	30,785
Planning and Public Realm	1,726	(50)	1,676
Environment, Sports and Community	50,469	(1,821)	48,648
Public Protection and Licensing	11,778	(1,128)	10,650
Housing	24,867	(2,985)	21,883
Sub-Total	183,120	(9,270)	173,850

Core Funding:

Council Tax	(49,350)	(259)	(49,609)
Business Rates (Net of Tariff)	(75,919)	(2,161)	(78,080)
Revenue Support Grant	(57,851)	11,690	(46,161)
Total	0	0	0

Executive Management Team:

Chief of Staff	2,728	(231)	2,496
City Treasurer	19,627	23,942	43,569
Director of Policy, Performance and Communications	7,598	(2,680)	4,918
Executive Director Adult Services	59,180	(2,706)	56,474
Executive Director of Childrens Services	35,854	(5,068)	30,785
Executive Director of City Management and Communities	15,661	(16,146)	(485)
Executive Director of Corporate Services	13,723	(1,872)	11,851
Executive Director of Growth, Housing and Planning	28,749	(4,508)	24,241
Sub-Total	183,120	(9,270)	173,850

Core Funding:

Council Tax	(49,350)	(259)	(49,609)
Business Rates (Net of Tariff)	(75,919)	(2,161)	(78,080)
Revenue Support Grant	(57,851)	11,690	(46,161)
Total	0	0	0

Schedule 4 – Illustrative Detail of Budget Growth and Savings Changes*

	2017/18
	£'000's
<u>Leader of the Council:</u>	
Business Intelligence	(200)
Digital Transformation	(93)
Restructure of Change and Programme Management	(200)
Net Budget Change Leader of the Council	(493)
<u>Deputy Leader and Business, Culture and Heritage:</u>	
Change in Market Conditions	428
Westminster Adult Education Service	42
Sub-Total Growth	470
Outdoor Media	(2,250)
Street Trading Licensing Fees Income	(200)
Events and Films	(243)
Lord Mayor's Secretariat	(75)
Economy team - alternative funding	(110)
Westminster Adult Education Service	(42)
Public Health – Grant/Contract Reductions	(129)
Sub-Total Savings	(3,049)
Net Budget Change Deputy Leader and Business, Culture and Heritage	(2,579)
<u>Finance, Property and Corporate Services:</u>	
Impact of Business Rates	559
Change Controls in Corporate Property	97
Office 365 Software Licences	500
Digital Programme	1,494
Sub-Total Growth	2,650
Corporate Property Strategy	(76)
Property Rationalisation and Asset Management (including Hubs)	(1,257)
Major Projects - Income generation	(687)
Commercial operating model for procurement	(350)
IT staff structure	(250)
Transition to new Communication contract/model	(291)
Tri-Borough Corporate Services - Legal Services	(266)
ICT - CCTV contract on Parking	(1,386)
Recharging of Comensura contract	(250)
Review of vacancies within corporate services	(316)
Review of ICT budgets	(657)
Reduced spend on Legal Services	(100)
Increase in Council Tax Base	(472)
Council Tax increase	(944)
Revenue & Benefits – contract extension	(233)
Digital Transformation	(190)
City Treasurers - Treasury Management & Budget Review	(393)
Review of staffing, supplies and services - Chief of Staff	(100)
Review of the complaints process	(50)
Sub-Total Savings	(8,270)
Net Budget Change for Finance, Property and Corporate Services	(5,620)

**The budgets for 2017/18 presented here have been calculated on the basis of potentially increasing Council Tax by 1.90% and so is for illustrative purposes*

Schedule 4 – Illustrative Detail of Budget Growth and Savings Changes Continued*

Adult Social Services and Public Health:

Demographic Pressures - Funded by Precept	997
Other Demographic pressures	38
National Living Wage - Funded by ASC Grant	624
Children with Learning Disabilities - Funded by ASC Grant	548
Inflation Pressures - Funded by ASC Grant	157
Other Inflation Pressures	743
Complexity and acuity growth	1,374
Other	700
Increased Pension Contributions	558
Sub-Total Growth	5,739
Commissioning Transformation and Contract Efficiencies	(380)
Well-being and prevention services – including Assistive Technology	(922)
High Cost, High Needs Packages Review	(150)
Better Care Fund - Health Integration Benefit Share	(500)
Public Health Funded Initiative – Improving Social Isolation	(200)
Mental Health Placements	(100)
Learning Disability Placements and Supplies/Services Review	(200)
Line by Line Supplies & Services /Contract Review	(200)
Adult Social Care Precept	(997)
Public Health – Grant/Contract Reductions	(1,393)
Improved Better Care Fund Grant	(2,074)
2017/18 Adult Social Care Support Grant	(1,329)
Sub-Total Savings	(8,445)
Net Budget Change for Adult Social Services and Public Health	(2,706)

**The budgets for 2017/18 presented here have been calculated on the basis of potentially increasing Council Tax by 1.90% and so is for illustrative purposes*

Schedule 4 – Illustrative Detail of Budget Growth and Savings Changes Continued*

City Transport:

Highways - Alternative Service Delivery Models	(140)
Highways - Compliance and audit contract - reduction in service	(25)
Highways - Expenditure Review	(1,060)
Highways - Service Level Changes	(260)
Code of Construction Practice	(700)
Parking Transformation Programme	(819)
Parking Suspensions Charges Review – Demand Management	(8,000)
Review of On Street Parking charges to manage demand	(350)
CCTV - Moving Traffic	(643)
Introduction of Minimum Stay Duration (Parking)	(1,000)
Sub-Total Savings	(12,997)
Net Budget Change City Transport	(12,997)

Children, Families and Young People:

Unaccompanied Asylum Seekers Children (UASC) over 18	335
UASC National Dispersal Scheme - Delays in Transfers to other Boroughs	93
Care Leavers aged 18 - 25 not in Education (from Queens Speech)	105
Increased packages funded from Family Services (e.g. Direct Payments and short breaks)	150
Youth Offending Service - reduction in Youth Justice Board grant.	42
Demand pressure due to legislative changes and increased parental awareness	465
Sub-Total Growth	1,190
Commissioning contracts (specialist services)	(587)
Commissioning team	(17)
Early Help - Children's Transformation	(3,135)
Education	(140)
Finance & Resources	(400)
Focus on Practice	(130)
Other family services savings	(540)
Virtual School Funding	(300)
Passenger Transport Mitigations	(50)
Public Health – Grant/Contract Reductions	(960)
Sub-Total Savings	(6,258)
Net Budget Change Children, Families and Young People	(5,068)

Planning and Public Realm:

Development Planning Transformation	(50)
Net Budget Change Planning and Public Realm	(50)

Environment, Sports and Community:

Waste Disposal and Increased Tonnage Costs	680
Sub-Total Growth	680
Commercial waste income	(1,250)
Further staffing and channel shift efficiencies	(86)
Sports & Leisure Contract Savings - Phase I	(265)
Libraries Service Delivery - Service Reform	(750)
Registration Service Income Growth - Commercialisation	(150)
Sub-Total Savings	(2,501)
Net Environment, Sports and Community	(1,821)

*The budgets for 2017/18 presented here have been calculated on the basis of potentially increasing Council Tax by 1.90% and so is for illustrative purposes

Schedule 4 – Illustrative Detail of Budget Growth and Savings Changes Continued*

Public Protection and Licensing:

Commercial Opportunities in Private Rented Accommodation	(36)
Licensing Fees Income	(50)
Digital Transformation	(690)
Public Health – Grant/Contract Reductions	(352)
Net Public Protection and Licensing	(1,128)

Housing:

Review of Housing Options and Homeless Service costs	(500)
Temporary Accommodation homes purchase	(357)
Rough Sleeping and Supported Housing	(880)
Review of staffing, supplies & services	(844)
Digital Transformation	(52)
Public Health – Grant/Contract Reductions	(352)
Net Housing	(2,985)

Summary of Growth and Savings Change by Cabinet:

	Growth	Savings	Net
	£'000	£'000	£'000
Leader of the Council	0	(493)	(493)
Deputy Leader and Business, Culture and Heritage	470	(3,049)	(2,579)
Finance, Property and Corporate Services	2,650	(8,270)	(5,620)
Adult Social Services and Public Health	5,739	(8,445)	(2,706)
City Transport	0	(12,997)	(12,997)
Children, Families and Young People	1,190	(6,258)	(5,068)
Planning and Public Realm	0	(50)	(50)
Environment, Sports and Community	680	(2,501)	(1,821)
Public Protection and Licensing	0	(1,128)	(1,128)
Housing	0	(2,985)	(2,985)
Total Budget Change	10,729	(46,175)	(35,446)

Schedule 4 – Illustrative Detail of Budget Growth and Savings Changes Continued*

	2017/18 £'000's
Total of Service Area Net Budget Changes	(35,446)
Financed by Budget Changes:	
Core Funding:	
Council Tax Changes	(259)
Net Business Rates Change	(2,161)
Revenue Support Grant	11,690
Sub-Total Core Funding Changes	9,270
Non-Core Funding Changes:	
New Homes Bonus	3,493
Inflation	4,800
Risks	5,235
Pension Fund Deficit Recovery	3,448
Pressures	5,000
Minimum Revenue Provision	4,200
Sub-Total Non-Core Funding Changes	26,176
Total Financed by Budget Changes	35,446
Change to Net Revenue Budget	0

**The budgets for 2017/18 presented here have been calculated on the basis of potentially increasing Council Tax by 1.90% and so is for illustrative purposes*

Schedule 5 – Illustrative Subjective Analysis*

	2016/17		2017/18
	Approved	Budget	Approved
	Budget	Change	Budget
Subjective Analysis	(£'000's)	(£'000's)	(£'000's)
Employee Costs	174,546	(2,579)	171,968
Premises Costs	32,197	(1,497)	30,700
Transport Costs	1,700	(104)	1,596
Supplies & Services	161,352	15,013	176,365
Contract Costs	244,966	(2,418)	242,548
Traded & Transfer Payments	301,035	3,319	304,354
Income - Government Grants	(448,203)	1,138	(447,065)
Income - Non-Government Grant Funding	(525)	36	(490)
Income - Non-Government Grants	(1,201)	(467)	(1,668)
Income - Non-Grant Funding & Other Contributions	(63,760)	(3,707)	(67,467)
Income - Fees & Charges	(218,986)	(18,004)	(236,991)
Sub-Total	183,120	(9,270)	173,850
Funded By:			
Council Tax	(49,350)	(259)	(49,609)
Business Rates (Net of Tariff)	(75,919)	(2,161)	(78,080)
Revenue Support Grant	(57,851)	11,690	(46,161)
Total	0	0	0

Subjective Analysis Grouping	Description
Employee Costs	e.g. basic pay, national insurance, pension costs, employee training, recruitment costs etc.
Premises Costs	e.g. utilities bills, rents, rates and repairs and maintenance.
Transport Costs	e.g. vehicle lease hire and fuel costs.
Supplies and Services	e.g. equipment, stationary, professional fees, telephony and IT costs.
Contract Costs	e.g. the cost to the Council for services provided on our behalf by external entities.
Traded and Transfer Payments	Transfer Payment e.g. Housing Benefits – payments to individuals for which the Council receives no goods or services in return. Traded Services are services offered between different functions within the Council.
Income - Government Grants	All government grants credited to services or taxation and non-specific grant income in the CIES. This includes the Revenue Support Grant
Income - Non-Government Grant Funding	Core Funding from Council Tax Income and net Business Rates.
Income - Non-Grant Funding and Other Contributions	Other sources of funding through contributions e.g. NHS/residential care/other local authority contributions, costs/projects externally recharged to outside entities.
Income - Non-Government Grants	Other Grants from non-government bodies e.g. Big Lottery Grant.
Income - Fees and Charges	Fees and charges for the use of a service or council asset e.g. rent, service charges, planning application fees, penalty charges etc.

**The budgets for 2017/18 presented here have been calculated on the basis of potentially increasing Council Tax by 1.90% and so is for illustrative purposes*

Schedule 6 – General and Earmarked Reserves

General Fund Balance and Earmarked Reserves	2016/17 Opening Balance £'000	Projected In-Year Movements*	2016/17 Projected Closing Balance £'000
General Fund Balance	(41,575)	(5,100)	(46,675)
General Fund Earmarked Reserves**	(96,379)	(1,132)	(97,511)
Ring Fenced Earmarked Reserves	(14,822)	0	(14,822)
Total Grants Reserves (without conditions)	(18,428)	986	(17,442)
Total General Fund Reserves**	(129,629)	(146)	(129,775)
Safety Net Equalisation Reserve**	(117,227)	0	(117,227)

**Projected In-Year Movements are subject to both 2016/17 year-end outturn and the relevant authorisation.*

***Note: The Safety Net Equalisation Reserve has been separated from General Fund Earmarked Reserves as these relate to NNDR Safety Net payments received in advance of deficits on the Council's Collection Fund*

Schedule 7 – Levies, Special Expenses and Precepts

Levies

The Council is required to raise levies from its taxpayers on behalf of three separate bodies. The following levies have so far been notified to the Council:

	Budget 2016/17 (£'000's)	Budget Change (£'000's)	Budget 2017/18 (£'000's)
London Pension Fund Authority *	1,967		1,967
Lee Valley Regional Park Authority *	358		358
Environment Agency	285	3	288
Total	2,610	3	2,610

* Details of the 2017/18 Levy from these bodies have yet to be received. Any details that are received subsequent to despatch of this report will be verbally reported at the meeting

Special Expenses

The Montpelier Square Garden Committee raise a charge (Special Expense) against the local residents who have access to this private garden. This charge is recovered as part of the Council Tax bill for those relevant residents as a specific and separate additional charge.

The Garden Square Committee have notified the Council of their desire to increase the annual charge to relevant residents from £32,500 to £45,000 for 2017/18 - a 38% increase. The Committee is not subject to the same rules regarding the need to hold a referendum as is the Council.

	Budget 2016/17 (£'000's)	Budget Change (£'000's)	Budget 2017/18 (£'000's)
Montpelier Square Garden Committee	32,500	12,500	45,000

Precepts

The Council, as the "Billing Authority", is responsible for billing for major or minor preceptors on behalf of the following organisations:

Greater London Authority

The GLA make a council tax charge to residents across all 32 London Boroughs (plus the City of London at a reduced rate which pays for its own policing). This charge is used to fund a number of subsidiary components within the overall GLA group. The average Band D charge across all 32 boroughs has been recommended to rise from £276.00 to £280.02 (a 1.46% increase). Details of the charge are set out below:

	Budget 2016/17 (£'000's)	Budget Change (£'000's)	Budget 2017/18 (£'000's)
GLA (Mayor)	60,800	4,200	65,000
GLA (Assembly)	2,600	0	2,600
Mayor's Office for Policing And Crime (MOPAC)	566,700	22,800	589,500
London Fire and Emergency Planning Authority (LFEPA)	138,200	0	138,200
Transport for London (TfL)	6,000	0	6,000
Greater London Authority Group	774,300	27,000	801,300
	(£'s)	(£'s)	(£'s)
Band D Amount - 32 Borough's	276.00	4.02	280.02
Band D Amount - Common Council City of London	73.89	0.00	73.89

Schedule 7 – Levies, Special Expenses and Precepts Continued

Queen's Park Community Council

The Queen's Park Community Council is the only Parish Council in London and was established in April 2014. They have yet to formally announce their charge for 2017/18. A verbal update will be provided to the Committee regarding any notifications received after despatch of this report.

The taxbase in the area has organically grown during the year as a result of new homes being built in the area and changes in bandings. The total amount raised is thus a combination of the Band D increase and organic growth in the taxbase.

	Budget 2016/17 (£'000's)	Budget Change (£'000's)	Budget 2017/18 (£'000's)
	(£'s)	(£'s)	(£'s)
Band D Amount	44.40	1.98	46.38

Schedule 8 – Localised Business Rates, Settlement Funding Assessment and Council Tax

Settlement Funding Assessment

A four-year settlement was offered by DCLG as part of the 2016/17 Local Government Finance Assessment. The Council along with 97% of local authorities has taken up this offer and submitted an Efficiency Plan in accordance with these requirements. The 2017/18 Draft Finance Settlement has thus been broadly in alignment with our expectations from the announcement in 2016 except for a modest change in the annual rate of inflation (RPI) that has affected the yield and tariff relating to localised business rates.

Business Rate Yield, and the associated Tariff, sees significant changes between the two years as the result of the 2017 Revaluation which has seen average rateable values increase across Westminster by 25% - this compares to a national average increase of just 12%.

Details of the changes for the Settlement Funding Assessment (comprising localised business rates and Revenue Support Grant) are summarised below:

	Budget 2016/17 (£,000's)	Budget Change (£,000's)	Budget 2017/18 (£,000's)
DCLG Assumed Net Total Business Rate Yield	1,827,083	249,107	2,076,189
Less DCLG Share (50% 16/17 and 33% 17/18) *	(913,541)	228,399	(685,142)
GLA Share (20% 16/17 and 37% 17/18) *	(365,417)	(402,774)	(768,190)
	548,125	74,732	622,857
Less Tariff	(465,408)	(73,043)	(538,452)
Baseline Funding	82,716	1,689	84,405
Revenue Support Grant	57,851	(11,686)	46,166
Settlement Funding Assessment	140,568	(9,997)	130,571

The Council is responsible for the cost of refunds following any successful rate payer appeals - a large number of successful appeals have been back-dated to the start of the 2010 Rating List (April 2010) and there are currently 9,400 still outstanding. The impact of the back-dated appeals has meant that we expect to generate less net income from business rates than DCLG assumptions.

A safety net scheme operates that protects our net position if retained business rate income falls below 92.5% of Baseline Funding. That threshold is £6.33m for 2017/18 (£6.20m for 2016/17). Since the start of the localised business rate scheme, the Council has received £30.64m less in funding than DCLG assumptions by being below the Safety Net threshold every year. We expect to be at the Safety Net threshold for 2017/18 and thus yield £78.07m from business rates rather than the DCLG-assumed £84.41m.

* The GLA share of localised business rates increases from 20% to 37% in 2017/18 as it moves towards 100% Business Rate Localisation.

Schedule 8 – Localised Business Rates, Settlement Funding Assessment and Council Tax Continued

Council Tax

The taxbase across the constituent parts of the Council area has changed due to organic growth in the taxbase and changes to the level of taxpayers eligible for the Council Tax Reduction scheme

<u>Taxbase</u>	2016/17 (No.)	Change (No.)	2017/18 (No.)
Queen's Park Community Council	3,269.17	77.09	3,346.26
Montpelier Square Garden Committee	95.04	(0.88)	94.16
Rest of the Westminster City Council Area	121,816.92	1,718.25	123,535.17
	<u>125,181.13</u>	<u>1,794.46</u>	<u>126,975.59</u>

The Council and other precepting bodies (including Special Expense) have indicated their Band D Council Tax amounts for the forthcoming year will change as per the table below:

<u>Band D Amounts</u>	(£'s)	(£'s)	(£'s)
Queen's Park Community Council	44.40	1.98	46.38
Montpelier Square Garden Committee	341.96	135.95	477.91
Westminster City Council	392.81	15.31	408.12
Greater London Authority	276.00	4.02	280.02

As a consequence of changes to the taxbase and Band D amounts, the total expected to be raised from Council Tax for each organisation is as shown below:

<u>Total Yield</u>	(£,000's)	(£,000's)	(£,000's)
Queen's Park Community Council	145	10	155
Montpelier Square Garden Committee	32	13	45
Westminster City Council	49,172	2,649	51,821
Greater London Authority	34,550	1,006	35,556

DCLG has allowed upper-tier authorities with Adults Social Care responsibilities to increase their council tax by up to an additional 2% in 2016/17 and 3% in 2017/18. The Council took advantage of this additional income source in 2016/17 and recommendations elsewhere in this report propose 2% is added to the 2017/18 charge

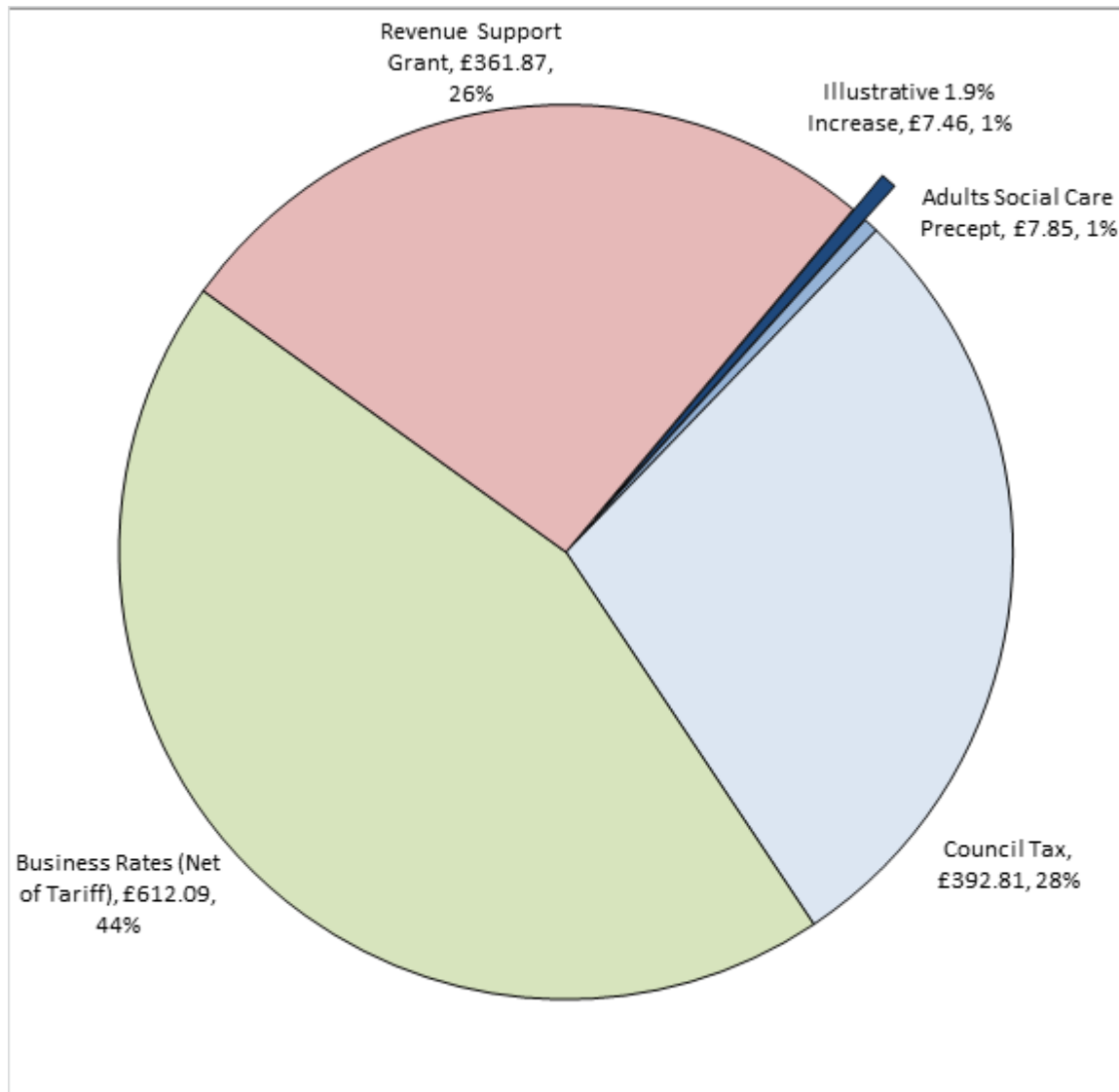
The amounts generated by these two additional increases are expected to generate a total of £2.649m in additional funding that has been fully used to support adult social care spending.

Schedule 9 Use of the Council Tax Income

The cost of delivering services to residents and visitors equates to £1,383.13 for every Band D equivalent household in the borough – this equates to £26.60 per week.

This is financed by locally retained business rate income and Revenue Support Grant, leaving the remainder needing to be paid for by the council tax payers themselves. As per the chart below, the Band D charge at the illustrative level of £408.12 (based on a 1.90% increase in the general element) would be £408.12 - £7.85 per week

The increase, included throughout this report to exemplify the impact of any potential increase in the general Band D amount would be £7.46 per year – in itself representing a 14p per week change.



Schedule 10 Housing Revenue Account

	Budget 2016/17	Changes	Budget 2017/18
	£'000	£'000	£'000
Income			
Business Income			
Rent income - dwellings	(75,764)	1,290	(74,474)
Rent income - sheds & garages	(1,188)	130	(1,058)
Service Charge - Tenants	(2,728)	(268)	(2,996)
Service Charge - Lessee	(9,427)	(1,761)	(11,188)
Heating & Hot Water	(4,862)	2,702	(2,160)
Total Business Income	(93,969)	2,094	(91,875)
Other Income			
Corporate Property Income (net)	(6,692)	1,713	(4,979)
Major works lessees income	(4,741)	(5,051)	(9,792)
Miscellaneous Income	(1,325)	133	(1,192)
Interest on balances	(652)	0	(652)
Total Other Income	(13,410)	(3,206)	(16,616)
Total Income	(107,378)	(1,112)	(108,491)
Expenditure			
Management costs			
Housing Management Fee	22,646	(210)	22,436
Business Transformation	2,070	2,130	4,200
TMO Fees	1,619	(177)	1,442
Legal costs	1,024	236	1,260
Other management costs	1,592	(422)	1,170
IT Services	966	165	1,130
Total Management Costs	29,917	1,722	31,639
Total Special Services	8,739	(2,803)	5,937
Repairs			
Planned maintenance	5,107	0	5,107
Void Repairs	1,000	0	1,000
Responsive repairs	9,700	(481)	9,219
Corporate Property Repairs	460	0	460
Total Repairs & Maintenance	16,267	(481)	15,786
Total Directly Managed Costs	54,923	(1,561)	53,362
Central Support Service Overheads & Recharges	9,113	727	9,840
Miscellaneous expenditure/income	36,002	870	36,872
Total expenditure	100,038	36	100,074
Net in year deficit/(surplus)	(7,340)	(1,077)	(8,417)
HRA Reserves			
Opening HRA Balance Brought-Forward	(31,606)	(11,878)	(43,484)
Budgeted net in year deficit/(surplus)	(7,340)	(1,077)	(8,417)
Budgeted Capital expenditure funded from balances	8,948	28,364	37,312
Projected HRA Balance Carried Forward	(29,999)	15,409	(14,589)



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.2 City Promotions: Outdoor Media and Advertising projects
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
Revenue generation through the identification of advertising sites and the installation of advertising structures on Council owned property.
Details of the lead person completing the screening/EIA
Richie Gibson Head of City Promotions, Events and Filming PPC R.GIBSON@WESTMINSTER.GOV.UK EXT 3256
Date sent to Equalities@westminster.gov.uk
22 August 2016
Version number and date of update
V1 22/08/2016

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		

	If the answer is “significant” consider doing a full EIA
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Having carried out the initial screening, no negative impacts have been identified.

EQUALITY IMPACT ASSESSMENT
SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	

	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).

Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.

Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts
	(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
<i>Enter additional rows if require</i>	

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

<input type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 121	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)		RAG
	Enter additional rows if required							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:



FULL NAME: Richie Gibson

UNIT: City Promotions, Events and Filming

EMAIL & TELEPHONE :XT: rgibson@westminster.gov.uk ext 3256

DATE 30/08/16

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
2.5 City Promotions, Events and Filming MTP Delivery
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>To increase income from event and filming activity across the City of Westminster.</p> <p>Events and Filming is a discretionary, chargeable service that validates and facilitates event and filming proposals submitted by third party organisers.</p> <p>Events and filming officers provide specialist guidance to help organisers develop proposals, minimise impacts and maximise benefits to the City and act as Westminster City Council's single point of contact for organisers, affected services and stakeholders.</p> <p>The team is responsible for recovering all costs relating to this service, as well as generating revenue through the hire of parks and open spaces.</p>
Details of the lead person completing the screening/EIA
<p>Richie Gibson Head of City Promotions, Events and Filming PPC</p> <p>R.GIBSON@WESTMINSTER.GOV.UK</p> <p>EXT 3256</p>
Date sent to Equalities@westminster.gov.uk
22 August 2016

Version number and date of update
V1 (22/08/2016)

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	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
	If the answer is “negative” or “unclear” consider doing a full EIA				
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	None/ Minimal		Significant		
	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		

	If the answer is “significant” consider doing a full EIA
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Initial screening has identified no negative impacts on groups or communities as a consequence of this project/service.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).

Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.

Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
<i>Enter additional rows if require</i>	

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

<input type="checkbox"/>	5. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input type="checkbox"/>	6. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 132</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>
		<p><i>Enter additional rows if required</i></p>					

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:



FULL NAME: Richie Gibson

UNIT: City Promotions, Events and Filming

EMAIL & TELEPHONE EXT: rgibson@westminster.gov.uk

DATE (DD/MM/YYYY): 30/08/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to
Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
2.6 Restructuring the Lord Mayor’s Secretariat
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The proposal is to fundamentally restructure the Lord Mayor’s team and overhaul working practices. This is an internal restructure and will not impact on anyone other than the staff within the team.</p>
Details of the lead person completing the screening/EIA
<p>Siobhan Coldwell Chief of Staff Chief Executive’s scoldwell@westminster.gov.uk</p> <p>EXT 6596</p>
Date sent to Equalities@westminster.gov.uk
02 September 2016
Version number and date of update
V1 (2/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</td> <td>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>						
1.4	How have you come to this decision?						
	This is an internal review aimed at improving the quality of service provided by a team that is in radical need of an overhaul.						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #FFDAB9;"> <th style="width: 50%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 50%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;">9. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;">10. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;">11. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> </tbody> </table>		<input type="checkbox"/>	9. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	10. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	11. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.							
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	<input type="checkbox"/>	12. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
Page 142	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Siobhan Coldwell

UNIT: Chief of Staff

EMAIL & TELEPHONE EXT: scoldwell@westminster.gov.uk and EXT: 6596

DATE (DD/MM/YYYY): 02/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk

Title of Proposal
4.8 - GPH Business and Enterprise & Employment & Skills – Achieving a cost neutral position through recharging staff costs to projects
Lead Officer
i. Full Name – Haylea Asadi ii. Position – Strategic Manager for Business and Enterprise iii. Department – Economy Team iv. Contact Details – x1842
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
Date of original EIA: Aug/ Sep 2015?
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>The team oversees a range of programme funding to support City for All ambitions to reduce long term unemployment, encourage entrepreneurship, provide affordable workspace through provision of enterprise spaces and business growth. Existing funding managed by the team includes Civic Enterprise Fund, New Homes Bonus, Public Health Funding and miscellaneous externally granted funds for employment programmes including from Central London Forward.</p> <p>The total salary cost of the team is £380k. Our short to medium term aim is for the team to be cost neutral although this is dependent on the amount of external funding and also the ability to recharge staff costs as programme management costs.</p> <p>Our proposal is to use a proportion of the income managed by the team to cover the core costs. There is a precedent for other local authorities using external and discretionary funding.</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?																				
	<table border="1"> <thead> <tr> <th></th> <th>None</th> <th>Positive</th> <th>Negative</th> <th>Not sure</th> </tr> </thead> <tbody> <tr> <td>Disabled people</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Particular ethnic groups</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Men or women (include</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	impacts due to pregnancy/ maternity)				
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<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 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. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u></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 type="checkbox"/> No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	<p>These proposals have no direct impact on these groups within the community. Since the requirement is for us to become cost neutral in terms of staff salaries there is not going to be a direct effect on the communities as frontline services are not being affected. Although this might have an impact on the external expertise we may be able to commission due to the budgetary constraints which may have an impact on the communities being supported.</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?	
	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?	

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.						
	What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce? <ul style="list-style-type: none"> Age Disability Gender 	Group		Service		Council	
			No	%	No	%	
		Age					
		16-24	2		35	2%	
		25-29	2		148	7%	
		30-44	4		893	43%	
		45-59	1		854	41%	
	60-64			115	5%		

	<ul style="list-style-type: none"> • Gender Reassignment • Ethnicity • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	<table border="1"> <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>0</td> <td></td> <td>66</td> <td>3%</td> </tr> <tr> <td>No</td> <td>9</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>1</td> <td></td> <td>145</td> <td>7%</td> </tr> <tr> <td>Black/Black British</td> <td>2</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>6</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>3</td> <td></td> <td>1192</td> <td>57%</td> </tr> <tr> <td>Male</td> <td>6</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> </table>	65 +			33	2%	Disability					Yes	0		66	3%	No	9		897	43%	Not Known			1115	54%	Ethnicity					Asian/Asian British	1		145	7%	Black/Black British	2		416	20%	Mixed			62	3%	White	6		1371	66%	Other			42	2%	Unknown			83	4%	Gender					Female	3		1192	57%	Male	6		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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	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?	No																																																																																																																			
	Does TUPE apply to this proposal?	N/A																																																																																																																			
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately	N/A																																																																																																																			

	how many?	
	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 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"/>
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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 checked="" 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>i. Who will you consult with? After having considered all of the scenarios and since there isn't a direct effect on the communities and staff a full EIA will not be carried out.</p> <p>ii. How will you consult? (inc meeting dates, activity undertaken & groups consulted)</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	

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimize 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: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

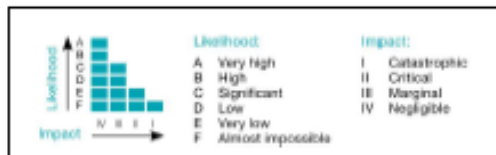
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy/proposal	<input type="checkbox"/>
	Continue the policy/proposal (impacts identified)	<input type="checkbox"/>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

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


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:Haylea Asadi.....

Unit:Economy Team at GPH.....

Email & Telephone Ext:hasadi@westminster.gov.uk ext 1842.....

Date of Completion (DD/MM/YY):2nd Sep 2016.....

WHAT NEXT?

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



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
4.12 Street Licence Fee review 2016/17
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p><i>A member of the public should have a good grasp of the proposal after reading this section.</i></p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? <p>A review of the street licence fees to ensure as close to full cost recovery as possible</p> <ul style="list-style-type: none"> • In what context will it operate? <p>It will apply to all relevant Street Licence fees, those associated with an application and those daily fees applicable to each trading day of the licence.</p> <p>All street trading in Westminster is regulated by the City of Westminster Act 1999. Section 22(1) of the Act enables fees to be set to recover the reasonable costs associated with applications to grant or vary licences.</p> <p>Section 22(2) of the Act enables the Council to recover charges to cover the reasonable costs of: the collection, removal and disposal of refuse, cleansing of streets in which street trading takes place in so far as that cleansing is attributable to such trading, any reasonable administrative costs and the cost of enforcing the provisions of this Act.</p> <p>Section 22 of the City of Westminster Act also sets out a 28 day notice period before the introduction of any new fees and charges. Notice needs to be given to any existing licence holder, any body representing those traders.</p> <ul style="list-style-type: none"> • Who is it intended to benefit and how? <p>This change will ultimately benefit Westminster council taxpayers by ensuring that the service provided by the Westminster Licensing Authority is as close to cost neutral as possible and does not rely on money that could otherwise be allocated to other service areas.</p> <ul style="list-style-type: none"> • What results are intended? <p>To recover as close to full costs of service provision as possible.</p> <ul style="list-style-type: none"> • Why is it needed?

To recover as close to full costs of service provision as possible, ensure the service is financially sustainable and does not rely on subsidy from other areas of council resource.

Details of the lead person completing the screening/EIA

(i) Full Name: David Hine

(ii) Position: Team Manager

(iii) Unit: Public Protection and Licensing

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

Date sent to Equalities@westminster.gov.uk

09.08.16

Version number and date of update

Version 1. 09.08.16

Version 2. 20.09.16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<input checked="" type="checkbox"/> None/ Minimal		<input type="checkbox"/> Significant		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The Licensing Service does not hold this type of data/information in relation to licence applications or licence holders to be able to demonstrate that the fee review will have the potential to disproportionately impact on any of the above mentioned following groups

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: #FFFF00; padding: 5px;">13. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">14. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">15. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">16. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	13. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	14. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	15. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	16. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1	Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps. Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete. NB. Add any additional rows, if required.							
	Page 162	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Sara Sutton

FULL NAME: Sara Sutton

UNIT: Public Protection and Licensing

EMAIL & TELEPHONE EXT: ssutton@westminster.gov.uk

DATE (DD/MM/YYYY): 29/09/16

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
4.14 Westminster Adult Education Service
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Proposals to realign the Service in order to be sustainable and be the provider of choice for adult education in Westminster and central London.</p> <p>Changes are required to ensure that WCC and Government priorities are met, e.g. providing Apprenticeships and English and Maths qualifications to help increase the number of Apprentices and provide the training necessary to get the unemployed into work.</p> <p>Changes to the level of funding and the required use of funding has resulted in the Service needing to generate income in different ways.</p> <p>A revised staffing structure is required to reflect this direction of travel and this will result in some staff redundancies.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Barbara Holm</p> <p>(ii) Position: Head of Service</p> <p>(iii) Unit: Westminster Adult Education Service</p> <p>(iii) Contact Details: bholm@waes.ac.uk</p>
Date sent to Equalities@westminster.gov.uk
30 th June 2016
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p>

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

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

1.1	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/> x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/> x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/> x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input type="checkbox"/> 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	<input type="checkbox"/> x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/> x	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/> x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/> 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"/> NO	<input type="checkbox"/>	
	If the answer is “negative” or “unclear” consider doing a full EIA				
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	None/ Minimal		Significant		
	<input type="checkbox"/> X		<input type="checkbox"/>		
	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		

	If the answer is “significant” consider doing a full EIA
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Proposal is to deliver a service that is more responsive to the needs of learners/prospective learners and employers, with an overall aim of helping the long term unemployed into work. It is also to ensure that WAES is appropriately structured to meet that changes to funding/ funding methodology and the impact of localism.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	11,000 learners. Less than 50% of learners are Westminster residents.
	Age	19+ to 90+
	Disability	Self-declared - not a reliable figure.
	Gender	Female 72% Male 18%

	Race	Learner base is very diverse – a very good reflection of the Westminster population.
	Religion or belief	Not recorded
	Sexual orientation	Not recorded
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i> N/A	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i> N/A	

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p> <p>Proposals were presented to, and agreed by the WAES Board of Governors.</p> <p>Formal consultation on the staffing proposals was undertaken with staff and unions, in accordance with WCC policy and processes.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p> <p>There is no impact on particular groups as the diverse range of courses will continue to be delivered to groups identified as eligible for funding by the funding body, the Skills Funding Agency.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?															
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4.3	Please document the reasons for your decision
	<p>Courses and training programmes will continue to be delivered based on the overall aims of the service and eligibility of individual service users.</p>

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 172</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>	<p>RAG</p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

Barbara Holm

FULL NAME:

UNIT:Westminster Adult Education Service.....

EMAIL & TELEPHONE EXT:bholm@waes.ac.uk.....

DATE (DD/MM/YYYY):30.09.2016.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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When you should undertake an EIA:

- You are making changes that will affect front-line services
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- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

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Title
4.15 GPH - Review of Staffing, Supplies and Services
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>This savings initiative is comprised of a number of proposals aimed at delivering the additional saving of £700k requested of the Department. Proposals include:</p> <ul style="list-style-type: none"> • Salary savings in Development Planning and Strategic Transportation <p>Savings made with Development Planning will be made from existing vacant posts due to the continual turnover of staff throughout the year. In Strategic Transportation changes have been to the structure of the team and this has led to a reduction in the number of staff within the team. This is subject to separate EQIA, undertaken by HR which is attached to this document;</p> <ul style="list-style-type: none"> • Additional Income – this relates to unbanked income from Building Control in 2015/16; and • Supplies and Services – underspends in operational budgets e.g. stationary, postage etc. across the Department
Details of the lead person completing the screening/EIA
(ii) Full Name: Stuart Reilly
(ii) Position: Head of Strategic Projects - GPH
(iii) Unit: Growth Planning and Housing
(iv) Contact Details: 020 7641 3168
Date sent to Equalities@westminster.gov.uk
Version 2 – 05/10/2016
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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>With the exception of the re-organisation within Strategic Transportation these proposals have a limited impact on vulnerable groups within society.</p> <p>With respect to Strategic Transportation, a separate EQIA has been undertaken (attached) and this identifies a limited impact upon those people affected. Officers affected are protected by the Councils HR policies and procedures within which the restructuring has taken place.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	

	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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<input type="checkbox"/>	24. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 182	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Stuart Reilly

UNIT: Growth, Planning and Housing

EMAIL & TELEPHONE EXT: sreilly@westminster.gov.uk

DATE (DD/MM/YYYY): 05/10/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk

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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
<p>2.2 Development Planning Transformation</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>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 <p>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:</p> <ul style="list-style-type: none"> • 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 <p>Improvements in technology, and changes to the way in which other Westminster services and</p>

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.

Details of the lead person completing the screening/EIA

(i) Full Name: Pat Cassin

(ii) Position: Programme Manager – Development Planning

(iii) Unit: Growth Planning and Housing

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

Date sent to Equalities@westminster.gov.uk

Version 3 – 01/09/2016

Version number and date of update

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

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This project has been running for the past three years and we have not received any complaints to the changes that have been made to date.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	

	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 194</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>	<p>RAG</p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Patrick Cassin

UNIT: Growth Planning and Housing

EMAIL & TELEPHONE EXT: pcassin@westminster.gov.uk

DATE (DD/MM/YYYY): 02/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

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All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
6.7 Code of Construction Practice
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The purpose of the new Code of Construction Practice is to monitor, control and manage construction impacts on sites throughout Westminster. It will apply to all new basement schemes with immediate effect, and to all other developments from September 2016.</p> <p>The code sets out the standards and procedures to which developers and contractors must adhere to when undertaking construction of major projects. This will assist with managing the environmental impacts and will identify the main responsibilities and requirements of developers and contractors in constructing their projects.</p> <p>The code requires the largest strategic schemes ('Level 1') and other major schemes ('Level 2') broadly all new build residential projects over 10 units or other floorspace exceeding 1000m², as well as all basements to sign up to the Code of Construction Practice. This will ensure that sites:</p> <ul style="list-style-type: none"> • will be inspected and monitored by the council's Code of Construction Practice Team • undertake community liaison, informing neighbours about key stages of the development and giving contact details for site personnel • pay the charges arising from site inspections and monitoring (smaller sites will not pay fees, but are expected to take into account the good practice measures set out in the code) • ensure that contractors and sub-contractors also comply with the code requirements
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Jonathan Rowing</p> <p>(ii) Position: Head of Road Management</p> <p>(iii) Unit: City Management and Communities</p> <p>(iii) Contact Details: 020 7641 3147, jrowing@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
9 Aug 2016
Version number and date of update
<p>Version 1</p> <p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p>

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This activity is the management of building sites which is for the benefit of all residents and road-users. The management of these sites is undertaken uniformly across the City.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 5. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 6. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
	<input type="checkbox"/> 8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 204	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: ...Jonathan Rowing.....

FULL NAME: ...Jonathan Rowing.....

UNIT:Public Protection and Licensing.....

EMAIL & TELEPHONE EXT:jrowing@westminster.gov.uk, 020 7641 3147.....

DATE (DD/MM/YYYY):09/08/16.....

WHAT NEXT?

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City of Westminster

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Who should undertake the EIA:

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Title
<p>2.2 Development Planning Transformation</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>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 <p>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:</p> <ul style="list-style-type: none"> • 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 <p>Improvements in technology, and changes to the way in which other Westminster services and</p>

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.

Details of the lead person completing the screening/EIA

(i) Full Name: Pat Cassin

(ii) Position: Programme Manager – Development Planning

(iii) Unit: Growth Planning and Housing

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

Date sent to Equalities@westminster.gov.uk

Version 3 – 01/09/2016

Version number and date of update

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

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This project has been running for the past three years and we have not received any complaints to the changes that have been made to date.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	

	Religion or belief	
	Sexual orientation	
<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
<p>Page 216</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>	<p>RAG</p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Patrick Cassin

UNIT: Growth Planning and Housing

EMAIL & TELEPHONE EXT: pcassin@westminster.gov.uk

DATE (DD/MM/YYYY): 02/09/2016

WHAT NEXT?

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
6.7 Code of Construction Practice
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The purpose of the new Code of Construction Practice is to monitor, control and manage construction impacts on sites throughout Westminster. It will apply to all new basement schemes with immediate effect, and to all other developments from September 2016.</p> <p>The code sets out the standards and procedures to which developers and contractors must adhere to when undertaking construction of major projects. This will assist with managing the environmental impacts and will identify the main responsibilities and requirements of developers and contractors in constructing their projects.</p> <p>The code requires the largest strategic schemes ('Level 1') and other major schemes ('Level 2') broadly all new build residential projects over 10 units or other floorspace exceeding 1000m², as well as all basements to sign up to the Code of Construction Practice. This will ensure that sites:</p> <ul style="list-style-type: none"> • will be inspected and monitored by the council's Code of Construction Practice Team • undertake community liaison, informing neighbours about key stages of the development and giving contact details for site personnel • pay the charges arising from site inspections and monitoring (smaller sites will not pay fees, but are expected to take into account the good practice measures set out in the code) • ensure that contractors and sub-contractors also comply with the code requirements
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Jonathan Rowing</p> <p>(ii) Position: Head of Road Management</p> <p>(iii) Unit: City Management and Communities</p> <p>(iii) Contact Details: 020 7641 3147, jrowing@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
9 Aug 2016
Version number and date of update
<p>Version 1</p> <p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p>

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This activity is the management of building sites which is for the benefit of all residents and road-users. The management of these sites is undertaken uniformly across the City.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td> </td> </tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: #FFFF00; padding: 5px;">5. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">6. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">7. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">8. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	5. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	6. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	<p>Page 226</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>
<p><i>Enter additional rows if required</i></p>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: ...Jonathan Rowing.....

FULL NAME: ...Jonathan Rowing.....

UNIT:Public Protection and Licensing.....

EMAIL & TELEPHONE EXT:jrowing@westminster.gov.uk, 020 7641 3147.....

DATE (DD/MM/YYYY):09/08/16.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

All completed EIAs should be sent to: Equalities@westminster.gov.uk

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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

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It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.3 Digital Transformation
What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The Digital Transformation Programme is a core part of the City Council’s programme to reduce running cost and improve customer experience. It is a medium term programme that will affect the delivery of all services by radically improving the ability of customers to transact with the Council through the channel of their choice and to stay informed of the progression of their transaction each step of the way. It is not intended to close any existing channels. The programme aims to improve and enhance existing online and automated telephone services and improve the customer experience by removing some of the frustrations that old technology and suboptimal processes cause residents, business and visitors.</p> <p>Benefit</p> <p>It is intended that this Programme will benefit all of the Council’s customers who make contact by whichever channel they prefer, by improving the overall customer experience and raising customer satisfaction.</p> <p>The programme will support the Council’s equalities objective/approach to equality and diversity: “to provide high quality, affordable services to the customer and clients we serve”.</p> <p>Results</p> <p>This EIA focuses on the elements of the programme that will deliver:</p> <ul style="list-style-type: none"> • a new corporate website that will provide customers with the ability to complete self-service transactions on-line in a straightforward and effective manner • a new customer assisted self-service (CASS) function that includes call handlers trained to transact on behalf of customers who phone • the provision of proactive updates by whichever channel a customer chooses. All transactions will be logged and customers will proactively receive updates on progress and final resolution. <p>The programme will encourage and support customers to transact with the Council using all available channels.</p> <p>Increase customer satisfaction and experience - offering more convenient channels and locations to do business 24 hours a day, 7 days a week (24/7).</p> <p>Increase number of customers transacting on-line – contributing to the digital inclusion agenda.</p> <p>Reduce operating costs.</p>
Details of the lead person completing the screening/EIA

Arif Nazir
 Programme Manager
 PPC

anazir@westminster.gov.uk

Date sent to Equalities@westminster.gov.uk

15 September 2016

Version number and date of update

V1 (15/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project,	NO	<input type="checkbox"/>	<input type="checkbox"/>	

	policy or proposal?				
If the answer is “negative” or “unclear” consider doing a full EIA					
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	None/ Minimal		Significant		
	<input checked="" type="checkbox"/>		<input type="checkbox"/>		
	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA					
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal				
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>				
1.4	How have you come to this decision?				
	The projects will not disproportionately impact on groups as per responses to 1.2 and 1.3 The projects will generate income for the Council and will therefore serve to help protect frontline services				

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i>
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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; padding: 5px;">How many people use the service currently? What is this as a % of Westminster's population?</td> <td style="width: 60%;"></td> </tr> <tr> <td style="padding: 5px;">Age</td> <td></td> </tr> <tr> <td style="padding: 5px;">Disability</td> <td></td> </tr> <tr> <td style="padding: 5px;">Gender</td> <td></td> </tr> <tr> <td style="padding: 5px;">Race</td> <td></td> </tr> <tr> <td style="padding: 5px;">Religion or belief</td> <td></td> </tr> <tr> <td style="padding: 5px;">Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
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Age															
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>														
	<p><i>If yes, provide details.</i></p>														
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	<p><i>If yes, provide details.</i></p>
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SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
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5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 238	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Arif Nazir

UNIT: PPC

EMAIL & TELEPHONE EXT: anazir@westminster.gov.uk

DATE (DD/MM/YYYY): 15/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

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City of Westminster

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.4 Tri-Borough Corporate Services - Legal
What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>This Proposal seeks to bring the Legal team WCC, Royal Borough of Kensington and Chelsea (RBKC) and London Borough of Hammersmith & Fulham (H&F) together under a common leadership structure.</p> <p>Additional income of £100k will be generated from an increased focus on external trading. The £16k of pay savings will come from the finalisation of the Legal workforce structure.</p>
Details of the lead person completing the screening/EIA
(i) Full Name: Richard Cutbush (ii) Position: Business Manager (ii) Unit: Legal Services (iii) Contact Details: rcutbush@westminster.gov.uk EXT 4120
Date sent to Equalities@westminster.gov.uk
18/10/16
Version number and date of update
V1 – 18/10/16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		

	If the answer is “significant” consider doing a full EIA
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>The savings that are the subject of the assessment will be realised by a) delivering final voluntary redundancies of staff members set out in the service Target Operating Model and b) an increase in income from external and internal clients.</p> <p>a) As there will be no compulsory redundancies, no staff group will be adversely affected. Secondly, as legal services do not provide legal advice to the public nor have direct contact with them there will be no impact. Any front line services the department provides advice will still have the service available to them at the same hourly rate offered hitherto so we will not see an indirect diminution in the quality of the service provided to the public.</p> <p>b) Additional income will primarily come from areas that had previously been externalised, S106 income and internal income. Internalising the work will be delivered at a lower cost and as above will not impact on the public. Where recruitment is required to provide capacity for additional work it will be carried in in line with all corporate good practice.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i>

	<table border="1"> <tr> <td data-bbox="248 241 756 398">How many people use the service currently? What is this as a % of Westminster's population?</td> <td data-bbox="756 241 1500 398"></td> </tr> <tr> <td data-bbox="248 398 756 495">Age</td> <td data-bbox="756 398 1500 495"></td> </tr> <tr> <td data-bbox="248 495 756 591">Disability</td> <td data-bbox="756 495 1500 591"></td> </tr> <tr> <td data-bbox="248 591 756 687">Gender</td> <td data-bbox="756 591 1500 687"></td> </tr> <tr> <td data-bbox="248 687 756 784">Race</td> <td data-bbox="756 687 1500 784"></td> </tr> <tr> <td data-bbox="248 784 756 880">Religion or belief</td> <td data-bbox="756 784 1500 880"></td> </tr> <tr> <td data-bbox="248 880 756 976">Sexual orientation</td> <td data-bbox="756 880 1500 976"></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
How many people use the service currently? What is this as a % of Westminster's population?															
Age															
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Sexual orientation															
<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>														
	<p><i>If yes, provide details.</i></p>														
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>														
	<p><i>If yes, provide details.</i></p>														

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="width: 35%; padding: 5px;">5. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="padding: 5px;">6. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="padding: 5px;">7. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="padding: 5px;">8. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	5. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	6. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
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<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
<i>Enter additional rows if required</i>						

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Richard Cutbush.....

UNIT: Legal Services.....

EMAIL & TELEPHONE EXT: ...rcutbush@westminster.gov.uk ext 4120.....

DATE (DD/MM/YYYY): 18/10/16.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.14 Business Intelligence
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The Evaluation and Performance team will identify savings from a pipeline of potential data-led projects. These will aid service improvements and efficiencies not identified elsewhere in service budgets. The impact of each project cannot be identified until the data analysis is complete. At this stage it is not envisaged that any would have EIA implications, but this will be reviewed on a case-by-case basis.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Neil Wholey</p> <p>(ii) Position: Head of Evaluation and Performance</p> <p>(iii) Unit: Evaluation and Performance</p> <p>(iii) Contact Details: nwholey@westminster.gov.uk x3177</p>
Date sent to Equalities@westminster.gov.uk
18 th August 2016
Version number and date of update
<i>V 1: 18 August 2016</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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	No potential impacts are envisaged

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	n/a
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

3.1	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>None required</p>
3.2	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>None</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
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<input type="checkbox"/>	12. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.														

4.3	Please document the reasons for your decision
	No impacts identified

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 258	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.16a Reduced spend on Legal Services
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Additional use of in-house legal staff rather than external legal resources.</p> <ul style="list-style-type: none"> • Explore in-house advocates to reduce barristers fees - will take time to develop • Greater use of internal legal will reduce external spend but difficult to quantify this at the moment as Tri-borough Legal has only just gone live • Savings will fall to the other departments due to the traded nature • Savings could be £100k by 2017/18, and a further £100k by 2018/19 (WCC only) FTE will go up
Details of the lead person completing the screening/EIA
(iv) Full Name: Richard Cutbush
(ii) Position: Business Manager
(v) Unit: Legal Services
(vi) Contact Details: rcutbush@westminster.gov.uk EXT 4120
Date sent to Equalities@westminster.gov.uk
18/10/16
Version number and date of update
V1 – 18/10/16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>The savings that are the subject of the assessment will be realised by a) delivering final voluntary redundancies of staff members set out in the service Target Operating Model and b) an increase in income from external and internal clients.</p> <p>b) As there will be no compulsory redundancies, no staff group will be adversely affected. Secondly, as legal services do not provide legal advice to the public nor have direct contact with them there will be no impact. Any front line services the department provides advice will still have the service available to them at the same hourly rate offered hitherto so we will not see an indirect diminution in the quality of the service provided to the public.</p> <p>b) Additional income will primarily come from areas that had previously been externalised, S106 income and internal income. Internalising the work will be delivered at a lower cost and as above will not impact on the public. Where recruitment is required to provide capacity for additional work it will be carried in in line with all corporate good practice.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<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> <i>A baseline of data is available here</i>
-----	--

<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	
<p>Age</p>	
<p>Disability</p>	
<p>Gender</p>	
<p>Race</p>	
<p>Religion or belief</p>	
<p>Sexual orientation</p>	
<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
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<input type="checkbox"/>	13. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.																
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<input type="checkbox"/>	15. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.																
<input type="checkbox"/>	16. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 268	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Richard Cutbush.....

UNIT: Legal Services.....

EMAIL & TELEPHONE EXT: ...rcutbush@westminster.gov.uk ext 4120.....

DATE (DD/MM/YYYY): 18/10/16.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

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City of Westminster

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All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.18 Increase in Council Tax Base
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Organic growth through the building of additional homes and enhancements to existing homes, as well as changes to eligibility for discounts (single person discount for example) result in a modest but steady annual increase in the tax base.</p> <p>This results in an increasing tax yield even though the average Band D amount remains constant.</p>
Details of the lead person completing the screening/EIA
<p>Steve Mair City Treasurer City Treasurer Department smair@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
01 September 2016
Version number and date of update
V1 (01/09/2016)

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	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?			
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?			

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> <p>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.</p> </td> <td> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p> </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
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1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>						
1.4	How have you come to this decision?						
	<p>Once the detailed nature of the project is established an updated EIA will be carried out and be part of the project plan. At present there are no expected impacts.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> <i>A baseline of data is available here</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	
	<p>Age</p>	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
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	<input type="checkbox"/>	20. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 278	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Steve Mair

UNIT: City Treasurer Department

EMAIL & TELEPHONE EXT: smair@westminster.gov.uk

DATE (DD/MM/YYYY): 01/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.20 Extension of the Revenue Services and Revenue Services Ancillary contracts
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The initiative of a Tri-borough Revenue & Benefit service is not anticipated to go ahead. The savings identified with this initiative was £321k (£197k (15/16) and £124k (16/17)). Alternative savings have been identified which is to extend the existing service contract by 2 years at a reduced price. The cumulative savings are expected to be £600k which is £279k greater than the savings that were previously identified. This proposal is to reflect that additional saving.</p>
Details of the lead person completing the screening/EIA
<p>Steve Mair City Treasurer City Treasurer Department smair@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
01 September 2016
Version number and date of update
V1 (01/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> <p>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.</p> </td> <td> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p> </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>						
1.4	How have you come to this decision?						
	<p>Once the detailed nature of the project is established an updated EIA will be carried out and be part of the project plan. At present there are no expected impacts.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> <i>A baseline of data is available here</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	
	<p>Age</p>	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 21. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 22. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 23. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	24. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 288	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Steve Mair

UNIT: City Treasurer Department

EMAIL & TELEPHONE EXT: smair@westminster.gov.uk

DATE (DD/MM/YYYY): 01/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
1.24 Development of Commercial Operating Model for Procurement
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p><i>A member of the public should have a good grasp of the proposal after reading this section.</i></p> <p>Development of commercial operating model for procurement including:</p> <ul style="list-style-type: none"> • Generating income through pan London Frameworks let by City Council • Promotion of capitalEsourcing as solution of choice for local authorities • Development of Business Case for procurement traded model "consultancy practice" offering services to other local authorities and public sector organisations.
Details of the lead person completing the screening/EIA
<p>(vii) Full Name: Anthony Oliver</p> <p>(ii) Position: Chief Procurement Officer</p> <p>(iii) Unit: Procurement</p> <p>(iii) Contact Details: aoliver@westminster.gov.uk EXT 2608</p>
Date sent to Equalities@westminster.gov.uk
18/8/16
Version number and date of update
V1 – 18/8/16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Having reviewed the processes or requirements to deliver the recharges, I am satisfied that none of them will impact on service users or staff.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	

	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C9A8;"> <th style="width: 50%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 50%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: #FFFF00; padding: 5px;">25. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">26. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">27. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">28. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	25. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	26. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	27. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	28. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
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<input type="checkbox"/>	27. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.																
<input type="checkbox"/>	28. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 298	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

Completing an 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	
1.25 Corporate Property strategy, Property rationalisation and asset management (part of MTP programme)	
Lead Officer	
i.	Full Name Guy Slocombe
ii.	Position Director of Property, Investment & Estates
iii.	Department Corporate Property
iv.	Contact Details gslocombe@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"/>	
Version number and date of update	
Version 2 – 29/08/2016	

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?				
	The analysis of existing council property assets and resulting future strategy for our corporate property portfolio. (see section 1.5 below for details)				
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 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><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>			

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 type="checkbox"/> No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

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

2.1	<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>	
	<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?	

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> <p style="text-align: center;">Age Disability</p>	

	<p>Gender Gender Reassignment Ethnicity Pregnancy and Maternity Religion/Belief Sex Sexual Orientation</p>	
	<p>Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?</p>	
	<p>Does TUPE apply to this proposal?</p>	
	<p>Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?</p>	
	<p>Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?</p>	

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	negatively or positively?				
			<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>
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

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>
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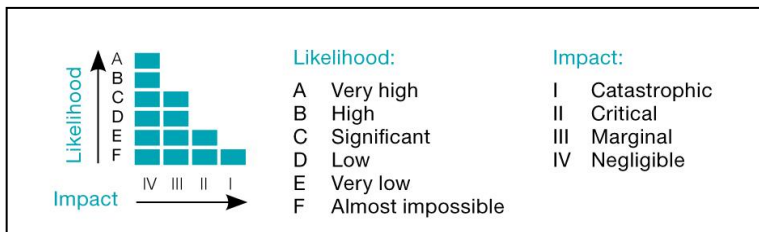
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

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

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, 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

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]





City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
4.3 Major Projects Income Generation.
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p><i>This income is generate by the Council taking a reduction in Capital receipt from a developer in return for a revenue fee to cover the Councils Development Management costs. This fee is paid to the Council over the duration of the project by the developer.</i></p>
Details of the lead person completing the screening/EIA
(i) Full Name: Tristan Samuels
(ii) Position: Head of Development
(iii) Unit: Strategic Projects, Growth, Planning and Housing
(iii) Contact Details: 0207 6417349
Date sent to Equalities@westminster.gov.uk
24 th November 2015
Version number and date of update
V1

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

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

No it is not considered necessary to provide an EIA for this "Major Projects Income Generation" Saving.

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is "negative" or "unclear" consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal <input checked="" type="checkbox"/>		Significant <input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact identified that has substantial impact on any groups.		

	If the answer is "significant" consider doing a full EIA
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<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> <i>A baseline of data is available from:</i> 										
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td></td> </tr> <tr> <td>Age</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> </tr> <tr> <td>Gender</td> <td></td> </tr> <tr> <td>Race</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race	
How many people use the service currently? What is this as a % of Westminster's population?											
Age											
Disability											
Gender											
Race											

	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

3.1	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation is deemed necessary, no change to the BAU.</p>
3.2	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>No impact</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).		
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>		
Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
<i>Enter additional rows if require</i>		
4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?		
<input checked="" type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.


4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristics: Age, Disability, Gender, Gender reassignment, Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (i.e. their department and contact details), the completion date for the action, and the relevant RAG rating. <i>(Red)</i> – action not initiated, <i>(Amber)</i> – action initiated and in progress, <i>(Green)</i> – action complete</p> <p>NB: Add any additional rows, if required.</p>	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	No action required						
	Enter additional rows if required						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: 

FULL NAME: Tristan Samuel

UNIT: GP14

EMAIL & TELEPHONE EXT: tsamuel@westminster.gov.uk

DATE (DD/MM/YYYY): 24/11/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
1.36 ICT Restructure Phase 2
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The ICT Restructure Phase 2 will implement the next phase of the ICT shared service, specifically updating job descriptions for ICT professionals and establishing the new shared team. As set out in the decision report the councils are implementing a '2+1' model whereby existing sharing with H&F will be retained but where there will be no further embedding of shared services with H&F. A shared CIO will be recruited to support RBKC and WCC, with H&F recruiting a sovereign CIO.</p> <p>This will allow improved agility for the ICT function, enabling further support to colleagues across the councils. It will deliver £250k of 2017/18 savings in WCC (and £400k in RBKC).</p>
Details of the lead person completing the screening/EIA
<p>(viii) Full Name: Ed Garcez</p> <p>(ii) Position: Tri-borough Chief Information Officer</p> <p>(iii) Unit: shared ICT service</p> <p>(iii) Contact Details: 02087532900 ed.garcez@lbhf.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
Sent to Zohaib Nizami 16/09/2016.
Version number and date of update
<i>The decision to implement the new structure has already been taken and there are no compulsory redundancies arising from the restructure.</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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	On the basis that, while the restructure is impacting staff the impact is consistent to all staff, ie assimilation to new roles with no adverse salary impact and no compulsory redundancies.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	ICT is an internal service, with c. 9,000 users.
	Age	All users are adult and represent the full spectrum of council staff.
	Disability	As above, matching the council staff.
	Gender	As above, matching the council staff.
	Race	As above, matching the council staff.
	Religion or belief	As above, matching the council staff.
	Sexual orientation	As above, matching the council staff.

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p>No.</p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p>No.</p>

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>The restructure has followed the council’s policy with additional ‘consultation steps’ to encourage and facilitate genuine co-design with staff. This started with informal ‘co-design sessions’ where staff discussed how the various teams could operate and the roles that would be needed in each. Those discussions informed a formal management proposal which was presented to staff and unions under formal consultation. Extensive feedback has been received resulting in some changes to the proposals.</i></p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p><i>No adverse impact envisaged.</i></p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 45%; background-color: #F4C49E;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; background-color: #F4C49E;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr> <td style="height: 30px;">None known.</td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	None known.										<i>Enter additional rows if require</i>	
Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
None known.																
<i>Enter additional rows if require</i>																
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center;"><input checked="" type="checkbox"/></td> <td style="width: 35%; background-color: yellow;">29. No major change (no impacts identified)</td> <td>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">30. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">31. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">32. Stop and remove the policy</td> <td>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input checked="" type="checkbox"/>	29. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	30. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	31. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	32. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.		
<input checked="" type="checkbox"/>	29. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.														
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<input type="checkbox"/>	32. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.														

4.3	Please document the reasons for your decision
	No anticipated adverse impact.

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 326	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	n/a						
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Ed Garcez

UNIT: shared ICT service

EMAIL & TELEPHONE EXT: 02087532900

DATE (DD/MM/YYYY): 16/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.37 Transition to new comms contract/model
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The future model for network and telephony services across the shared IT service will involve greater use of commodity Internet communications services, and different telephony solutions, potentially replacing need for mobile handset issue and contract costs for all staff.</p>
Details of the lead person completing the screening/EIA
<p>Ben Goward Triborough Head of Digital Services bgoward@westminster.gov.uk</p> <p>EXT 5504</p>
Date sent to Equalities@westminster.gov.uk
15 September 2016
Version number and date of update
V1 (15/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> <p>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.</p> </td> <td> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p> </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>						
1.4	How have you come to this decision?						
	<p>Initial screening has identified no negative impacts on groups or communities as a consequence of this project/service.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> <i>A baseline of data is available here</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	
	<p>Age</p>	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 33. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 34. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 35. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	36. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	<p>Page 336</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>
<p><i>Enter additional rows if required</i></p>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Ben Goward

UNIT: Triborough Head of Digital Services

EMAIL & TELEPHONE EXT: bgoward@westminster.gov.uk & EXT 5504

DATE (DD/MM/YYYY): 15/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

Completing an 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	
1.40 Corporate Property strategy, Property rationalisation and asset management (part of MTP programme)	
Lead Officer	
v.	Full Name Guy Slocombe
vi.	Position Director of Property, Investment & Estates
vii.	Department Corporate Property
viii.	Contact Details gslocombe@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"/>
Version number and date of update	
Version 2 – 29/08/2016	

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?				
	The analysis of existing council property assets and resulting future strategy for our corporate property portfolio. (see section 1.5 below for details)				
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 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><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>			

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 type="checkbox"/> No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

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

2.1	<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>	
	<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?	

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> <p style="text-align: center;">Age Disability</p>	

	<p>Gender Gender Reassignment Ethnicity Pregnancy and Maternity Religion/Belief Sex Sexual Orientation</p>	
	<p>Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?</p>	
	<p>Does TUPE apply to this proposal?</p>	
	<p>Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?</p>	
	<p>Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?</p>	

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	negatively or positively?				
			<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>iii. Who will you consult with?</p> <p>iv. How will you consult? (inc meeting dates, activity undertaken & groups consulted)</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

SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
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	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	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)	<input 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	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
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>	

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 gaps.</i> <i>NB. Add any additional rows, if required.</i>				
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Le Unit & Con Details

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]





City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
1.41 ICT - CCTV contract on Parking
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Realise savings from end of Serco Wireless City contract (expires Dec 2016) currently used for CCTV parking enforcement and the ATEC C&D CCTV contract (expires Mar 2016) currently used for Community Safety purposes primarily in West End (Oxford St, Leicester Square, etc).</p>
Details of the lead person completing the screening/EIA
<p>Ben Goward Triborough Head of Digital Services bgoward@westminster.gov.uk EXT 5504</p>
Date sent to Equalities@westminster.gov.uk
15 September 2016
Version number and date of update
V1 (15/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. </td> <td> Significant impact would be where there is an impact is identified that has substantial impact on any groups. </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>						
1.4	How have you come to this decision?						
	Initial screening has identified no negative impacts on groups or communities as a consequence of this project/service.						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 50%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 50%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow; padding: 5px;">37. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;">38. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: yellow; padding: 5px;">39. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> </tbody> </table>		<input type="checkbox"/>	37. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	38. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	39. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.							
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<input type="checkbox"/>	38. Adjust the policy	You will take steps to remove barriers or to better advance equality.																
<input type="checkbox"/>	39. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.																

	<input type="checkbox"/>	40. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 355	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Ben Goward

UNIT: Triborough Head of Digital Services

EMAIL & TELEPHONE EXT: bgoward@westminster.gov.uk & EXT 5504

DATE (DD/MM/YYYY): 15/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
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- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

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An EIA e-learning module is available for all Westminster staff:

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

1.44 Recharging of Comensura contract to Services including volume mark up

What are you analysing?

- What is the purpose of the policy/project/activity/strategy?
- In what context will it operate?
- Who is it intended to benefit?
- What results are intended?
- Why is it needed?

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

Recharging of Comensura contract for temporary labour to service departments

Details of the lead person completing the screening/EIA

(ix) Full Name: **Anthony Oliver**

(ii) Position: **Chief Procurement Officer**

(iii) Unit: **Procurement**

(iii) Contact Details: **aoliver@westminster.gov.uk EXT 2608**

Date sent to Equalities@westminster.gov.uk

18/8/16

Version number and date of update

V1 – 18/8/16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Having reviewed the processes or requirements to deliver the recharges, I am satisfied that none of them will impact on service users or staff.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 365	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
<p>1.45 CPMU Re-organisation</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>1. Background</p> <p>Westminster's reputation as a leading local authority is built on our ability to adapt and respond to changing circumstances, to evolve and innovate the way we do things and to aspire to excellence in the way we deliver services.</p> <p>To achieve our ambition to remain at the leading edge, delivering cost effective services that make Westminster a great place to live, work and visit, the Chief Executive, with the agreement of Cabinet, has launched the 'Route Map to Success' which sets out the areas of work that will need to be delivered to transform how the council operates over the next four years.</p> <p>In order to provide the Chief Executive, Executive Management Team and Cabinet with the resource and capability needed to drive the delivery of the council's transformation priorities set out in the 'Route Map to Success' as well as provide effective challenge and detailed oversight of the entire portfolio of change and transformation across the organisation and with partners, the Change and Project Management Unit is undergoing a restructure to form a new Corporate Strategy Transformation Delivery Unit. The objectives for the unit are:</p> <ul style="list-style-type: none"> • To provide effective challenge and detailed oversight of the entire portfolio of change and transformation across the organisation and with partners, including both corporate <u>and</u> departmental projects and programmes. • To lead (with appropriate input from across PPC, Finance and Organisational Development and other services and partners as appropriate) the initiation and set-up of new projects and programmes, ensuring that they fit with the council's strategic priorities, have robust business cases, deliver to the highest project management standards, manage change and engagement effectively, and are governed robustly. • To have clearer hand over to project and programme delivery teams which will fund the cost of delivery • To provide flexible resourcing of highly skilled project managers and analysts, and to grow our own staff, to fill gaps in our skill sets. <p>The objectives will be realised through having the right mix of skills and capabilities embedded within the workforce, with great emphasis on stakeholder engagement and strategic thinking, partnership working, and commerciality, driving change and embracing data-led change. To achieve this ambition, there is a compelling need to reorganise the current services, improve ways of working and further embed new organisational values and behaviours.</p> <p>To achieve this, the consultation report is proposing to delete 17 of the current 23 posts in the</p>

current Change and Project Management Unit and create 12 new posts between the proposed new Corporate Strategy & Transformation unit and the Evaluation and Performance Team (both within PPC) and Growth Planning and Housing.

Details of the lead person completing the screening/EIA

(i) Full Name: Ezra Wallace

(ii) Position: Head of Corporate Strategy

(iii) Unit: PPC

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

Date sent to Equalities@westminster.gov.uk

Draft on 7 December 2017

Version number and date of update

- V. 2

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal <input type="checkbox"/>		Significant <input checked="" type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	Seven of the posts that are being proposed for deletion are currently occupied and all of the post holders are women.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i>
	Staff profile(based on information held by HR)

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

2.2 Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? *If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.*

	Yes. Women are over represented in the team.
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>
	Yes. Men are underrepresented in the team.

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>We are formally consulting with all affected staff for a 30 day period beginning on 25 November 2016.</p> <p>The formal consultation period for this restructure will commence on 25 November 2016 for a period of 30 calendar days, with the last day of consultation being 9 January 2017.</p> <p>At the start of the consultation period, a team meeting will be held with staff on 25 November 2016 to launch the consultation and provide the headlines of the process.</p> <p>All affected staff will have the opportunity to take part in the consultation process in a variety of ways, including team/group meetings and providing written feedback. Staff may be accompanied by trade union representatives during the consultation process.</p> <p>To ensure that meaningful consultation takes place during this period, all affected employees are encouraged to feed into the proposal with comments or suggestions.</p> <p>The process will be managed in accordance with the Council's <u>Consultation Policy and the Statutory Consultation Process</u>.</p> <p>During this consultation period this EIA will be kept under review and updated to reflect comments received during the consultation.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>Subject to the outcome of the consultation, staff in the posts proposed to be deleted may be at risk of being made redundant. As all post holders of the posts that are proposed for deletion are women, there is a risk that women may be over represented in those negatively impacted by the reorganisation.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	<p>Column A – Issues or barriers, things to take into account</p>	<p>Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>
	<p>Inevitably any period of change is unsettling, especially for those people most impacted by the proposed changes. We need to be sensitive to this over the coming few months. These proposals raise a number of issues for the majority of PPC staff. In supporting staff through this reorganisation process, several resources are available.</p>	<p>Team meetings: All affected staff will have the opportunity to discuss the proposed new structure and arrangements through team meetings with Julia Corkey, Director of PPC, during the consultation period;</p> <p>Human Resources: Affected staff who would like further information may wish to contact Simon Cohen, HR Business Partner on x 2216.</p> <p>Union Representatives: Union members may want to consult their representatives for advice and clarification of the procedures or for help in formulating their response to these proposals;</p> <p>Workplace Options: WCC’s employee assistance programme is available for employees who may require specialist advice or support. This is a confidential service which can be accessed 24/7 via assistance@workplaceoptions.com or on 0800 243 458.</p>
	<p>Promote diversity in recruitment</p>	<p>Continue to develop, monitor and review appropriate employment practices which will help to avoid direct and indirect discrimination</p> <p>Continue to monitor the Equality in Employment Policy periodically in order to judge its effectiveness and make updates in accordance with changes in the law</p>

	<i>Enter additional rows if require</i>													
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?													
	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>45. No major change (no impacts identified)</td> <td>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>46. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>47. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>48. Stop and remove the policy</td> <td>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </table>	<input type="checkbox"/>	45. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	46. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input checked="" type="checkbox"/>	47. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	48. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.	
<input type="checkbox"/>	45. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.												
<input type="checkbox"/>	46. Adjust the policy	You will take steps to remove barriers or to better advance equality.												
<input checked="" type="checkbox"/>	47. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.												
<input type="checkbox"/>	48. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.												
4.3	Please document the reasons for your decision													
	<p>The proposed change is likely to have a disproportionate impact on women and we will take reasonable steps to mitigate the impacts in line with the council's change and re-organisation policy and other HR policies</p>													

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 376	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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When you should undertake an EIA:

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

Who should undertake the EIA:

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

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<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

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When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

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All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.46 Review of staffing, supplies and services - Chief of Staff
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
Removal of underspends – miscellaneous supplies and services across the Chief of Staff directorate.
Details of the lead person completing the screening/EIA
<p>Siobhan Coldwell Chief of Staff Chief Executive's scoldwell@westminster.gov.uk</p> <p>EXT 6596</p>
Date sent to Equalities@westminster.gov.uk
02 September 2016
Version number and date of update
V1 (2/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		

	If the answer is “significant” consider doing a full EIA
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Review of non-pay expenditure has taken place which has no impact on people.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	

	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 49. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 50. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 51. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	52. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 385	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Siobhan Coldwell

UNIT: Chief of Staff

EMAIL & TELEPHONE EXT: scoldwell@westminster.gov.uk and EXT: 6596

DATE (DD/MM/YYYY): 02/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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- You are making a decision that could have a different impact on different groups of people
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Who should undertake the EIA:

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

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When you have completed an EIA, please send the final copy to
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All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.47 Council Tax increase
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The Council chose to increase its Council Tax by 1.99% in 2016/17 – the maximum amount before rules to hold a referendum would have been triggered.</p> <p>An increase of up to 1.99% may be decided upon as part of the 2017/18 budget setting process, the actual proposed level to be decided and voted on by members.</p>
Details of the lead person completing the screening/EIA
<p>Steve Mair City Treasurer City Treasurer Department smair@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
01 September 2016
Version number and date of update
V1 (01/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> <p>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.</p> </td> <td> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p> </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>						
1.4	How have you come to this decision?						
	<p>An increase was implemented in the 2016/17 financial year to help bridge the gap created by reducing government funding and increasing cost pressures. Annual increases of a similar amount have been modelled through the medium term plan period, which will be subject to member approval on an annual basis and at which point the level of increase will be decided.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> <i>A baseline of data is available here</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	
	<p>Age</p>	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>	
	<p><i>If yes, provide details.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>If yes, provide details.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #F4C49E;">Column A – Issues or barriers, things to take into account</th> <th style="background-color: #F4C49E;">Column B – what changes can be made to remove or reduce barriers or negative impacts</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"></td> <td style="font-size: small;">(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).</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> <tr> <td style="height: 40px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts		(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).									<i>Enter additional rows if require</i>	
Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts															
	(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
<i>Enter additional rows if require</i>																
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 40%; background-color: yellow;">53. No major change (no impacts identified)</td> <td>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">54. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">55. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> </tbody> </table>		<input type="checkbox"/>	53. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	54. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	55. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.					
<input type="checkbox"/>	53. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.														
<input type="checkbox"/>	54. Adjust the policy	You will take steps to remove barriers or to better advance equality.														
<input type="checkbox"/>	55. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.														

	<input type="checkbox"/>	56. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 395	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Steve Mair

UNIT: City Treasurer Department

EMAIL & TELEPHONE EXT: smair@westminster.gov.uk

DATE (DD/MM/YYYY): 01/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.48 Changing the complaints process
What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
Revising the complaints process and team structure to reduce volumes and improve quality
Details of the lead person completing the screening/EIA
Siobhan Coldwell Chief of Staff Chief Executive's scoldwell@westminster.gov.uk EXT 6596
Date sent to Equalities@westminster.gov.uk
02 September 2016
Version number and date of update
V1 (2/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		

	If the answer is “significant” consider doing a full EIA
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This is an internal review aimed at improving the quality of service provided by a team. Changes to the process will result in our complaints policy being brought in to line with other local authorities. It should not impact on anyone’s ability to raise a legitimate complaint or legitimate escalation to stage 2.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 57. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 58. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 59. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	60. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 405	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Siobhan Coldwell

UNIT: Chief of Staff

EMAIL & TELEPHONE EXT: scoldwell@westminster.gov.uk and EXT: 6596

DATE (DD/MM/YYYY): 02/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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When you should undertake an EIA:

- You are making changes that will affect front-line services
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Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

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An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.52 City Treasurer budget reviews
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The City Treasurer department will review opportunities to generate additional income from enhanced Treasury Management practices. Undertake a review of the capital programme to reduce service costs and reduce demand on non-pay items to realise savings.</p>
Details of the lead person completing the screening/EIA
<p>Steve Mair City Treasurer City Treasurer Department smair@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
01 September 2016
Version number and date of update
V1 (01/09/2016)

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	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?			
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?			

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. </td> <td> Significant impact would be where there is an impact is identified that has substantial impact on any groups. </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>						
1.4	How have you come to this decision?						
	Once the detailed nature of the project is established an updated EIA will be carried out and be part of the project plan. At present there are no expected impacts.						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
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<i>Enter additional rows if require</i>																
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?															
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 40%; background-color: yellow;">61. No major change (no impacts identified)</td> <td>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">62. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">63. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> </tbody> </table>		<input type="checkbox"/>	61. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	62. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	63. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.					
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	<input type="checkbox"/>	64. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 415	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Steve Mair

UNIT: City Treasurer Department

EMAIL & TELEPHONE EXT: smair@westminster.gov.uk

DATE (DD/MM/YYYY): 01/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.53 Review of vacancies within corporate services
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Undertake a review of all pay budgets within corporate services and review all vacant posts to assess if posts are needed and can the service manage without certain posts and generate a financial savings.</p>
Details of the lead person completing the screening/EIA
<p>John Quinn TBD Executive Director of Shared Corporate Services Corporate Services jquinn2@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
01 September 2016
Version number and date of update
V1 (01/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> <p>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.</p> </td> <td> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p> </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>
None/ Minimal	Significant						
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<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>						
1.4	How have you come to this decision?						
	<p>Once the detailed nature of the project is established an updated EIA will be carried out and be part of the project plan. At present there are no expected impacts.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> <i>A baseline of data is available here</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	
	<p>Age</p>	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 65. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 66. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 67. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	68. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 425	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: John Quinn

UNIT: Corporate Services

EMAIL & TELEPHONE EXT: jquinn2@westminster.gov.uk

DATE (DD/MM/YYYY): 01/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to

Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
1.54 Review of the ICT budgets
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
The service will review the BT LOT 1 contract, salary capitalisation, Office 365 and hardware budgets and establish where spend can be reduced.
Details of the lead person completing the screening/EIA
<p>Ben Goward Triborough Head of Digital Services bgoward@westminster.gov.uk</p> <p>EXT 5504</p>
Date sent to Equalities@westminster.gov.uk
15 September 2016
Version number and date of update
V1 (15/09/2016)

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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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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?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"> <input checked="" type="checkbox"/> </td> <td style="text-align: center;"> <input type="checkbox"/> </td> </tr> <tr> <td> <p>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.</p> </td> <td> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p> </td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>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.</p>	<p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>
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1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>						
1.4	How have you come to this decision?						
	<p>Initial screening has identified no negative impacts on groups or communities as a consequence of this project/service.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> <i>A baseline of data is available here</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	
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	Disability	
	Gender	
	Race	
	Religion or belief	
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2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
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SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 69. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 70. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 71. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.

	<input type="checkbox"/>	72. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
Page 435	<p style="text-align: center;">Action Required</p>	<p style="text-align: center;">Equality Groups Targeted</p>	<p style="text-align: center;">Intended outcome</p>	<p style="text-align: center;">Resources Needed</p>	<p style="text-align: center;">Name of Lead, Unit & Contact Details</p>	<p style="text-align: center;">Completion Date (DD/MM/YY)</p>	<p style="text-align: center;">RAG</p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Ben Goward

UNIT: Triborough Head of Digital Services

EMAIL & TELEPHONE EXT: bgoward@westminster.gov.uk & EXT 5504

DATE (DD/MM/YYYY): 15/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
<p>8.1A : Children with Disabilities Short Breaks</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Since 2011, all local authorities have had a duty to provide short breaks for children with disabilities. This includes providing a range of services, options for direct payment as well publishing a short breaks statement which sets out the range of short breaks services available, the criteria by which eligibility for services will be assessed, and how the range of services is designed to meet the needs of families with disabled children in their area.</p> <p>In Westminster, approximately 450 children currently receive a short break across specialist, targeted and our universal offer. This includes children accessing directly commissioned services such as through the Westminster Society for People with Learning Disabilities, Caxton and Stowe youth provision as well as spot purchased youth organisation as well as spot purchased day services, overnight respite and direct payments.</p> <p>In 2016, a review of children with disability services was initiated to look holistically at current provision in order to ensure that our operating model aligned with our ongoing strategic intentions – with a particular focus on increasing access to universal services and increased personalisation. Other key drivers for the review included:</p> <ul style="list-style-type: none"> • Timescales for contract cessation of current contracts and the need to have clear transition arrangements to support vulnerable families • Improved awareness and knowledge base of good practice models and the impact of these on outcomes and accessibility. • The need to promote effective and varied support mechanisms to enable families to remain together and avoid unnecessary escalation into accommodation • The need to deliver services that evidence value for money and improved outcomes for service users in the light of increased demand. • Need to measure service outcomes and performance of the service more accurately. <p>The review has begun to identify opportunities for redesigning the service model which would focus on:</p> <ul style="list-style-type: none"> - Improving the accessibility of our direct payment offer through the introduction of pre-paid cards - Improving advice and information to enable families to build resilience and social capital to enable them to access universal settings with more intensive support available for those children with the most complex needs. - Re-designing our directly commissioned service offer to focus on the delivery of a framework of services which could be accessed either directly or via a direct payment.

Whilst the saving will result in some closures and remodelling of existing services, the expectation is that the redesigned offer will enable the impacts of this change to be mitigated through greater focus on enabling access to a broader range of settings and increasing personalisation and choice and focusing on supporting parents to access universal services. The new assessment processes which will accompany this will also improve the availability of services to under 5's and those with a wider range of support needs.

Details of the lead person completing the screening/EIA

(i) Full Name: Justine Roberts

(ii) Position: Head of Commissioning

(iii) Unit: Children's Services

(iii) Contact Details: Justine.roberts@rbkc.gov.uk

Date sent to Equalities@westminster.gov.uk

17th October 2016

Version number and date of update

Version 1.0 – 29/09/16

Version 2.0 – 17/10/16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input 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"/>	No <input checked="" type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input type="checkbox"/>		<input checked="" type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	<p>Whilst the revised model of support based on increased personalisation and increased access into universal settings will have positive impacts, the reduction in overall funding will inevitably have some impact on the availability of services, and in particular the services which young people with disabilities are currently accessing. It is important to consider how these impacts can be most appropriately mitigated to reduce the impact and transition to the new model.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	Approximately 450 children and their families will be impacted by this change. This is approximately 0.2% of the overall population or 1% of the under 19 population.
	Age	To be eligible for a short break, you must be under the age of 25 and therefore all those affected are children and young people.
	Disability	To be eligible for a short break, a child would have a disability.
	Gender	
	Race	

	<p>Religion or belief</p>	<p>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.</p>
	<p>Sexual orientation</p>	<p>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.</p>
<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>By the nature of the service young people with disabilities are overrepresented relative to the size of the population.</p>	
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p>As above, the service is specifically targeted at children with disabilities and therefore these are the only groups represented.</p>	

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>In the early stages of the review consultation activity has taken place with Parent Forum leads, parent/carers and stakeholders. This has included group discussions, 1:1, facilitated conversation and questionnaires. Feedback received from other boroughs and schools were also tested out to see if the themes were consistent.</p> <p>This consultation has identified that there is demand for a range of support services alongside supported inclusion with programmes aimed at development of skills as opposed to centralised services. Parents say they want more personalisation through a simple direct payment system. Critically, they want to ensure that they continue to be involved in the decision making process.</p> <p>The consultation to date has focused on the principles which should underpin our model. Ongoing dialogue and formal consultation will be required on individual service level decisions – particularly in terms of closure or reduction of specific services and this has been built into our commissioning timescales.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>The funding reductions will impact on the overall availability of directly commissioned services which will mean that children with disabilities eligible for a short break service will have to access these services in different ways. The objective of the review is that the shift in this model reflects the principles parents have identified as core priorities. However, this will inevitably lead to transitional issues to the new model and the availability and timing of the service offer will shift. This will need to be carefully managed to ensure that parents and young people are supported through this process to access the services that they need in line with our short break duty.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													
	No negative impacts identified.													
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?													
	<table border="1"> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">1. No major change (no impacts identified)</td> <td>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="background-color: yellow;">2. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">3. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">4. Stop and remove the policy</td> <td>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </table>		<input type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input checked="" type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
<input type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.												
<input checked="" type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.												
<input type="checkbox"/>	3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.												
<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.												
4.3	Please document the reasons for your decision													
	<p>In broad terms whilst there are clear capacity implications from the reduction in spend on short break services, there are opportunities through a redesign of services to ensure that, in future, funding is used in a smarter way which is more closely based around parental preference and personalisation.</p> <p>It will be critical to ensure that parents and young people are involved throughout this process, particularly in terms of specific proposals for closure and or reduction.</p> <p>Additionally, we will need to build in a robust mobilisation plan which will ensure that there is sufficient time for children's needs to be carefully considered and planned for as they transition to the new service offer.</p>													

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>
<p>5.1</p>	<p>N/A</p>

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Justine Roberts

UNIT: Children's Commissioning

EMAIL & TELEPHONE EXT: Justine.roberts@rbkc.gov.uk/ 07739317016

DATE (DD/MM/YYYY): 29/09/2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

8.1B : Multi-disciplinary Family Assessment Service – Contract Award and implementation

What are you analysing?

- What is the purpose of the policy/project/activity/strategy?
- In what context will it operate?
- Who is it intended to benefit?
- What results are intended?
- Why is it needed?

Following a 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.

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.

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 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.

Details of the lead person completing the screening/EIA

(i) Full Name: Justine Roberts

(ii) Position: Head of Commissioning

(iii) Unit: Children's Services

(iii) Contact Details: Justine.roberts@rbkc.gov.uk

Date sent to Equalities@westminster.gov.uk

16th September 2016

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

Version 3.0 – 26/08/16 – updated EIA for savings process

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input 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				
1.2 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"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	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.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	<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>
	Age	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.
	Disability	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.
	Gender	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.
	Race	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%.
	Religion or belief	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.
	Sexual orientation	Data on sexual orientation is currently not available but it is unlikely that this proposal will impact either positively or negatively on this protected characteristic.
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>The data on ethnicity shows an overrepresentation of people who are 'Black or Black British' and mixed. However, as the proposal relates to recommissioning a service, not a service reduction, this will not impact disproportionately on these groups.</p>	

2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>
	Access to the service is via social work teams who refer into the service linked to court proceedings. Any underrepresentation is therefore not linked to the commissioned service model.

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<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 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 or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>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.</p> <p>In relation to the overrepresentation of some 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.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													
	No negative impacts identified.													
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?													
	<table border="1"> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="background-color: yellow;">5. No major change (no impacts identified)</td> <td>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">6. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">7. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">8. Stop and remove the policy</td> <td>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </table>		<input checked="" type="checkbox"/>	5. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	6. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
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<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.												
<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.												
4.3	Please document the reasons for your decision													
	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.													

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>
<p>Page 456</p>	<p>N/A</p>



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.1C : Specialist Intervention third party spend and legal services cost efficiencies
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Over the past few years, the legal work associated with care proceedings has been performed by external law firms such as Creighton & Sharp Pritchard. This service has been recently reviewed alongside in house expertise. It is possible to bring the majority of such work in house and only use external law firms on an ad-hoc basis as required. This would result in considerable cost savings without any service degradation.</p>
Details of the lead person completing the screening/EIA
(i) Full Name: Justine Roberts
(ii) Position: Head of Commissioning
(iii) Unit: Childrens Services
(iii) Contact Details: Justine.Roberts@rbkc.gov.uk
Date sent to Equalities@westminster.gov.uk
16th September 2016
Version number and date of update
1.0 – 2 nd September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The in house legal expertise is able to deal with the majority of the care proceedings workload without any service degradation and so payment to external law firms can be reduced to an ad hoc needs basis only.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	

	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C08E;"> <th style="width: 45%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 55%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	<p>Page 465</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>
<p><i>Enter additional rows if required</i></p>							



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
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- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
8.1D : Speech and Language Therapy Service
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The proposed savings are part of a project that is being undertaken to improve the delivery of Speech and Language Therapy, which is commissioned jointly by the local authority and CCGs to support children and young people with communications needs.</p> <p>The savings are being taken from a local authority element of a much larger overall contract, 73% of which is funded by Health. It is not expected that frontline delivery will be affected – particularly as savings are being taken in tandem with a significant service improvement programme, which will improve the quality and efficiency of service delivery.</p> <p>It is anticipated that a full re-procurement process will be required following the redevelopment of the service model – ensuring that a new contract is in place by October 2018. The specification for this process will reflect the requirements of the new model and, as part of the procurement process, a revised EIA will be produced.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Labibun Nessa-O’Sullivan / Steve Comber</p> <p>(ii) Position: Strategic Commissioner</p> <p>(iii) Unit: Children’s Services</p> <p>(iii) Contact Details: Labibun.nessa-o’sullivan@rbkc.gov.uk Steve.Comber@rbkc.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
<p>V1.0 – 16th September 2016</p> <p>V2.0 – 27th September 2016</p>

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>Speech and Language Therapy is commissioned as part of a broader strategy for meeting communications needs across all agencies, including CCGs and schools. We anticipate that there will be no negative impact resulting from the proposed savings as they are included as part of a larger service transformation project with the current provider that will develop and test new models of support and will not have an impact on the levels of front line delivery provided. The project will include the following activities:</p> <ul style="list-style-type: none"> • Reviewing the whole service funding which includes CCG and School; LA funding is a small part of this • Reviewing the overall pathway to create clearer step down process at review stage • Redesigning current assessment and delivery functions to trial an approach which splits these functions. • Developing new assessment processes which focus more closely on outcomes and the impact of previous interventions • By trial new models of delivery including increased use of group work • We will set up an action plan for the service following co-design of models above. <p>An additional focus during this period of service development is to work proactively with schools to understand their role and their local offer in meeting communications needs and how this can supplement the offer of Speech and Language Therapists.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • A baseline of data is available here 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	

	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	

SECTION 3: ASSESSING THE IMPACT

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

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

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?

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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 474	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

- You are making changes that will affect front-line services
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- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.1E : Children in Need Nursery Provision
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p><u>Purpose of the contract</u></p> <p>The borough provides nursery provision to vulnerable children (known as Child In Need nursery provision) as part of an enhanced package of intervention and support to improve their outcomes. The Council has a number of contracts with several different providers who offer nursery places for these children which are funded by the Council. Overall there are 20 Full Time Equivalent (FTE) number of places provided.</p> <p>The provision contributes to the Early Help Strategy which describes the outcomes hoped to be achieved for children and their families:</p> <ul style="list-style-type: none"> • For children to have strong and effective parents • Healthy young children who are ready to thrive at school • Improved participation in education and training • Prevention of harm and keeping children safe • Improved outcomes for children on the edge of care • Prevention of crime and serious youth violence <p>This is a discreet service, not a universal service. This provision is available to children under the age of 5 that have been referred to the service that meet the eligibility criteria for a Child in Need.</p> <p><u>Definition of a Child in Need</u></p> <p>The Children Act 1989 defines a child in need as:</p> <p>For the purposes of this Part a child shall be taken to be in need if— .</p> <p>(a)he is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him of services by a local authority under this Part; .</p> <p>(b)his health or development is likely to be significantly impaired, or further impaired, without the provision for him of such services; or .</p> <p>(c)he is disabled,</p> <p>Children and families at this level will be facing complex problems which will require an integrated and co-ordinated response. Children at this level may be seen to be at risk and without support their development will be impaired. A number of agencies may be involved to help families at this level including: local authority early help or children’s social care; youth offending services; children’s centres; child and adolescent mental health services (CAMHS); health services including health visitors, GPs and mental health services; specialist school staff; family coaches.</p> <p>These children require integrated targeted support, without which their health (physical and emotional) and development may be significantly impaired. Without support the family are likely to become acute</p>

(level four)

These children may be eligible for a child in need service from children's social work services and are at risk of moving to a high level of risk if they do not receive early intervention. These may include children who have been assessed as 'high risk' in the recent past, or children who have been adopted and now require additional support. If a social worker is allocated they will act as the Lead Professional.

The Tri Borough Threshold document describes in more detail the features of a child in need (available on request).

CiN Provision in Westminster

One of the contracted providers is LEYF through which a block allocation of 20FTE CiN placements for children 0-5 is provided. This is an analysis of the impact on children and families due to a change in CiN nursery provision at the London Early Years Foundation (LEYF).

This contract is being decommissioned for 2017/18 and as such there will be a phased reduction in the number of places provided during the remainder of this contract. From 1 February 2016 there will be no further CiN placements into the LEYF settings; and as children leave nursery, the places will not be replaced by new children as part of the phased reduction.

Details of the lead person completing the screening/EIA

(i) Full Name: Sarah Bright

(ii) Position: Head of Commissioning

(iii) Unit: Children's Services, Commissioning Directorate

(iii) Contact Details: 07739317310

Date sent to Equalities@westminster.gov.uk

16th September 2016

Version number and date of update

V1.0 – 17th December 2015

V2.0 – 26th August 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 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"/>	<input checked="" type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>The overall impact is minimal as existing placements will either come to a natural conclusion or can remain in placement as the funding stream switches to universal. New placements will be made with this in mind and therefore there will be no impact.</p> <p>Reducing the number of places with this provider will reduce the number of places available across the borough. The reduction in the number of places is based on data which suggests that there is not the level of demand for these places as originally anticipated. This is because many of the children that have a part time place at nursery can benefit from universal free entitlement to early education, also some children are of an age where they will be going to school. A number of places will be retained with a number of other providers for those children not entitled to the childcare offer described above.</p> <p>The reduction in spaces will primarily affect children under the age of 2 years old, due to the availability of the 2, 3 and 4 year old free entitlement. The two year targeted offer has been increased from January 2015 so more families can access this offer. At present there is only one child in the setting under the age of 2 that would be affected and there are childminders that are available.</p> <p>The localities will be informed of this change, however because children will only moved on naturally as their needs change or they go to school the impact on families is minimal. This will be a carefully managed change, and commissioners will be flexible in this respect, keeping the needs of the children at the forefront of the review of placements.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> • <i>A baseline of data is available here</i>
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	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td></td> </tr> <tr> <td>Age</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> </tr> <tr> <td>Gender</td> <td></td> </tr> <tr> <td>Race</td> <td></td> </tr> <tr> <td>Religion or belief</td> <td></td> </tr> <tr> <td>Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>														
	<p><i>If yes, provide details.</i></p>														
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>														
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SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

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All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.1F : Tracking and Surveys Re -commissioning
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>To identify savings from the delivery of tracking and surveys of young people to understand learning and employment destinations, and ensure the delivery of careers information advice and guidance to young people with a disability and/or learning difficulties.</p> <p>Services are currently delivered by a range of services or external contracts. Current contracts are either approaching the end of term, or are being re-negotiated with the current provider. Casework and specialist advice is already provided by the SEN service, and contract specifications will be reviewed and re-commissioned to identify and release efficiencies, and savings. Services will continue to meet statutory requirements, and appropriate support to young people and education providers will continue.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Annabel Saunders</p> <p>(ii) Position: Head of Commissioning</p> <p>(iii) Unit: Children’s Services – Commissioning Directorate</p> <p>(iii) Contact Details: Annabel.saunders@rbkc.gov.uk, Rachael.wright-Turner@rbkc.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
17 th October 2016
Version number and date of update
V2 – 17th October 2016

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

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1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
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Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Review of service arrangements has identified that there are more efficient ways to deliver services, which will not negatively impact on service provision.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	16-25 YEAR olds
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 493</p>	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)
<p><i>Enter additional rows if required</i></p>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:Rachael Wright-Turner.....

Rachael Wright-Turner

FULL NAME:

Commissioning Directorate

UNIT:

Rachael.wright-turner@rbkc.gov.uk

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):17.10.2016.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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- You are making changes that will affect front-line services
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- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

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<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
8.2 : Children’s Commissioning Directorate Restructure
What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The Tri-borough Children’s Commissioning Directorate is responsible for approximately £80m of external spend on more than 1000 contracts including home to school transport and schools meals, looked after children placements and packages of support for disabled children, children’s centres and youth services, amongst others. The role of the service is to ensure that decisions on spend are made on the basis of robust evidence of need, to source cost effective quality provision which drives innovation, to manage and develop markets and oversee and challenge provider performance.</p> <p>The Tri-borough Commissioning team review and restructure has resulted in a net reduction of 25 Tri – Borough Full Time Equivalents (FTE’s) from 109 to 84. This is the combined movement of :</p> <ol style="list-style-type: none"> a. Reduction of 37 FTE’s b. Addition of 12 FTE new service roles into Commissioning.
Details of the lead person completing the screening/EIA
(i) Full Name: Rachael Wright-Turner (ii) Position: Triborough Director for Children's Commissioning (iii) Unit: Children’s Services (iii) Contact Details: Rachael.Wright-Turner@rbkc.gov.uk
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p> <p>Version 1 – 14/01/2016 Version 2 – 07/09/2016</p>

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>The Commissioning reorganisation has delivered the saving following the staff consultation process which took place in November 2015.</p> <p>The saving associated with this activity has been delivered. There were 5 Westminster City Council Staff that requested voluntary redundancy as part of the process. There are no negative implications for the workforce and no reduction in service as a result of this restructure.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	N/A
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	N/A

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>A staff consultation process took place in November 2015.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>N/A</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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Page 503	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						



City of Westminster

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<p>Title</p>
<p>8.4A : Service Proposals to stop providing Out of School Play & Childcare service</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<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 Council’s decision to give responsibility for the commissioning and delivery of out of school holiday and term time play and childcare services to schools and PVI sector providers; and the resulting closure of the council run Play Service once the new provider Fit for Sport (FFS) took over the management and delivery of out of school term time and holiday play and childcare provision within the borough on 31st May 2016.</p> <p>It gives regard to the extent to which these changes have impacted so far 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>The Equality Impact implication for staff was considered during the staff consultation process. This Equality Impact Assessment has been updated on conclusion of the consultation.</p> <p>The impact assessment has been reviewed and refined throughout the development and implementation phase of the new provision and the Council continues to work with the new provider to address issues that may have an impact upon children and families with protected characteristic; this will remain a continuous process throughout 2016-17 at which point it is anticipated that the new provider will have embedded a service provision that meets local community needs.</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? <p>In response to the Westminster Council decision to cease direct delivery of Out of School Play and Childcare service, it was agreed that:</p> <p>(a) The council gives 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.</p> <p>(b) The in-house service ceased provision with effect from 27th May 2016.</p> <p>(c) Schools would either directly manage and deliver out of school play and childcare or would deliver the provision through FFS.</p> <p>(d) School Governing bodies have taken the lead responsibility in agreeing the organisation of the future term-time provision from their sites.</p> <p>(f) The arrangements around concessionary rates subsidised by the council for families on low incomes have changed. Following a review of targeted places in Spring 2016, targeted places for vulnerable children, are now sourced as required through spot purchase arrangements by Children services or through use of school’s pupil premium funding. In addition FFS are working with Head teachers to</p>

ensure there are sufficient concessionary places available to vulnerable children and families within their local population.

The key stakeholders are:

- (1) Service users - Primary school age children and parent /carers.
- (2) Primary schools in Westminster.
- (3) Service staff (until May 2016).

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

The Early Help Strategy 2014 – 2018 sets out the priority outcomes that Westminster is focused upon achieving with its children and families. This strategy was signed off by full council in February 2015.

The Strategy establishes the framework that has been used to develop and 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 Act 2016). 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 new service model allows 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 supports 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?**

Both to deliver savings in line with the council's budget setting process but also to improve outcomes as schools are well placed to provide this provision.

The strategy has delivered a model that enables the council to give responsibility for childcare and play to schools and third party providers.

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

Access to high 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.

At the time of the initial impact assessment there were 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 has been 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 has been undertaken and is on-going.

The provision of targeted places to children meeting a statutory threshold for intervention (either children in need, subject to a child protection plan or looked after) is now considered on a 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 Council's decision to stop providing out of school play and childcare services changes the level of provision available for those children and families accessing the service through a targeted / concessionary place prior to May 2016. The intention was following the provision closing, that those children requiring targeted support would either need to be funded by schools through pupil premium, or Family Services where the allocated Social Worker has identified the support as part of a specific package of support.

In January 2016 it had been identified that children and families accessing the hub site at Sussex Street may be impacted negatively should the site not be available beyond May 2016. However, Children's Services were able to gain approval from Corporate Property for the continued use of the site for a period of up to 2 years. In addition since FFS have taken over the management and delivery of the provision they have been in discussions with Westminster Cathedral School who have agreed for the provision to relocate to their school site as of September 2016; the walking bus provision from existing schools requiring the provision will remain.

Details of the lead person completing the screening/EIA

- (i) Full Name: Jayne Vertkin
- (ii) Position: Head of Early Help
- (iii) Unit: Childrens Services
- (iii) Contact Details: jvertkin@westminster.gov.uk

Date sent to Equalities@westminster.gov.uk

28th September 2016

Version number and date of update

V1.0 – 28th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input 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?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal <input type="checkbox"/>		Significant <input checked="" type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	<p>The new service provision that is being delivered by schools and FFS has not changed the criteria on which the service can be accessed.</p> <p>Several schools indicated that they were actively considering the potential for an extended offer under new arrangements to include pre-school age children, and homework support for parents. This would be an enhanced offer to current provision, therefore the impact was considered to be positive with the potential for additional support and activities under the new service model.</p> <p>The expectation was that, schools and third sector provider – Fit for Sport - would be able to determine the fee levels, however, schools indicated that they were keen to ensure fees remained competitive and affordable for their school population; and also to ensure sufficient take up and sustainability. Selection criteria which were used to select the current provider included an affordability element to ensure existing service users of the Play Service continued 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 was agreed through lease arrangements with the provider – Fit for Sport. They 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 have had a negative impact upon the workforce as they were served with redundancy notices. Affected staff were all offered re-deployment opportunities within the council alongside outplacement support before redundancy notices were served.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i>

<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	<p>FFS have not yet collected sufficient data to analyse the impact on protected groups since they have taken over the management and delivery of provision. It is anticipated the impact analysis will be refreshed during final quarter of 2016-17 - using data provided by FFS.</p>
<p>Age</p>	<p>The age range for this service provision is for those 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>Disability</p>	<p>The 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.</p> <p>New provision is required contractually to support and reflect the local school population, 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, was 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> <p>It is considered that any change to service provider will not disproportionately impact on disabled parents, as the</p>

		intention is to signpost to alternative services in the same locality as current provision.
	Gender	<p>No negative impact was identified from a gender perspective as the criteria for accessing the service provision has remain unchanged and continues to be a provision that encourages access by children of any genders.</p> <p>Parents of service users have experienced a change in provider for both term time and holiday out of school childcare and this from a practical perspective this has involved a new registration and communication process with FFS. However, schools have all incorporated a mobilisation phase for FFS that included 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. In addition, since FFS have mobilised individual schools such as Essendine have arranged for additional concessionary places to be made available through FFS at their school sites. Similarly, St Peter's Eaton Square and Churchill Gardens have offered their own provision since May 2016 when the Play Service closed.</p>
	Race	It is considered that the changes to service provider will not disproportionately impact on one ethnic group more than another, as FFS operate a policy of inclusion. This characteristic has not been identified as needing attention or further consideration as a result of the changes to the service.
	Religion or belief	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.
	Sexual orientation	This characteristic has not been identified as needing attention with regards impact from these recommendations
	Human Rights or Children's Rights	<p>It is considered that there is no impact on Human Rights from the 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 is supporting schools and FFS to ensure the availability of alternative provision for families where required.</p>

		<p>This continues to be managed through:</p> <ul style="list-style-type: none"> • Supporting schools and FFS to transfer existing and new service users to the new provision as appropriate • Signposting families to alternative local provision options to enable choice • Improving directory of services available through FIS to inform parents of range of family support available including child minders.
<p>2.2</p>	<p><i>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>The in-house Play Service did not collect equalities data therefore it has not been possible to monitor the impact upon any particular groups. FFS have not yet collected sufficient data to analyse the impact on protected; it is anticipated the impact analysis will be refreshed during final quarter of 2016-17 - using data provided by FFS.</p>	
<p>2.3</p>	<p><i>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p>As above.</p>	

SECTION 3: ASSESSING THE IMPACT

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<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 was used to inform the final service specification and the final award of the provider. As part of the consultation process staff were also provided with the opportunity to offer an alternative service delivery option, however this was not taken up.</p> <p>3. School Engagement</p> <p>School Head teachers and governors from the existing host sites were fully engaged in planning the current service model, in order to achieve an alternative provision from their sites where required. They were committed to ensuring that the provision remained affordable for parents wishing to use the service, and have been working with FFS to ensure they reflect those principles in their business planning.</p> <p>The arrangements around concessionary rates subsidised by the council for families on low incomes have now changed. FFS offer a number of concessionary places at each school site, in addition, schools can increase the number of concessionary places available through the use of pupil premium (which has been the case at Essendine) or social work teams can spot purchase targeted places for CIN funded through Children services.</p> <p>4. Ofsted</p> <p>Any new service provider will be required to maintain and exceed the quality standards as</p>

	<p>required by Ofsted.</p> <p>The council has worked closely with FFS to ensure all Ofsted requirements are met and the provision delivered maintains and exceeds Ofsted requirements.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>This will be reviewed and the EIA refreshed during the final quarter of 2016-17 using service data collected from the new service provider</p> <p>By this time there should be sufficient data to make a meaningful comparison of impact and the potential equality impacts on population groups between the old service and the new service provider.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
Availability of Sussex Street site beyond April 2016 still to be confirmed	<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: Corporate Property agreed to the continued use of Sussex Street under a lease arrangement for a period of up to 2 years. FFS have been delivering services from the site since May 2016, however due to the limited capacity of the site under Ofsted regulations FFS have had agreement from Westminster Cathedral School that their school site can be used as a hub site from September 2016. The current walking bus arrangements from existing schools requiring the service will continue.</p>
Lack of equalities data collation	<p>Action: Service application form to be modified to include protected characteristics.</p> <p>Outcome: The Play Service registration form was not updated so there is limited equalities data available. However, FFS will be collating equalities data with a view this can be reviewed and any identified equalities issues can then be responded to. Initial data from FFS should be available to review in the final quarter 2016-17.</p>
Impact of change to concessionary criteria	<p>Action: All families in receipt of concessionary places and who continued to meet the criteria for a targeted place were reviewed by FFS.</p> <p>Outcome: Families to receive support as required through spot purchase arrangements through Children’s Services and School’s use of Pupil Premium. To be reviewed in final quarter 2016-17.</p>
Incomplete Directory of wider childcare services within the borough	<p>FIS is being updated and migrated to a new platform as part of the wider early help service re – design which will provide greater functionality and allow providers to update their own information more effectively thereby improving information available to users – effective from October 2016</p>

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?													
	<table border="1"> <tr> <td data-bbox="252 331 357 488"><input type="checkbox"/></td> <td data-bbox="357 331 692 488">29. No major change (no impacts identified)</td> </tr> <tr> <td data-bbox="252 488 357 568"><input type="checkbox"/></td> <td data-bbox="357 488 692 568">30. Adjust the policy</td> </tr> <tr> <td data-bbox="252 568 357 689"><input checked="" type="checkbox"/></td> <td data-bbox="357 568 692 689">31. Continue the policy (impacts identified)</td> </tr> <tr> <td data-bbox="252 689 357 770"><input type="checkbox"/></td> <td data-bbox="357 689 692 770">32. Stop and remove the policy</td> </tr> </table>	<input type="checkbox"/>	29. No major change (no impacts identified)	<input type="checkbox"/>	30. Adjust the policy	<input checked="" type="checkbox"/>	31. Continue the policy (impacts identified)	<input type="checkbox"/>	32. Stop and remove the policy	<table border="1"> <tr> <td data-bbox="713 331 1513 488">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td data-bbox="713 488 1513 568">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td data-bbox="713 568 1513 689">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td data-bbox="713 689 1513 770">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </table>	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	You will take steps to remove barriers or to better advance equality.	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
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You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.														
There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.														
4.3	Please document the reasons for your decision													
	<p>The impact of the project proposals have been regularly reviewed through a Project Board which meets on a monthly basis. In addition, until July 2016 a communications strategy was in place to ensure key stakeholders are kept informed and updated, and also to address and respond to any issued and concerns identified by service users and staff.</p> <p>The need to make savings in response to significant reductions in budget from central government means that 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.</p>													

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
Page 517	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	To review service activity data from new service provider to asses impact of new model on groups outlined in earlier sections	Disabled children Families on low incomes Ethnic minority families Faith groups Vulnerable families	To asses if the new provider and service arrangements continue to allow equality of access and to set refreshed targets and revise the service specification if required	Input from head of service and tri borough commissioning team	Jayne Vertkin Sarah Bright	March 2017	amber



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
8.4B : Early Help Service Reorganisation
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>This report considers the reshaping of Westminster’s early help work (this includes the following teams - the early help advisory team, parenting team, the 3 early help locality teams and the family recovery service) into one new early help service, which will be set within a wider collaborative model of early help. This new model is operational from 1st September 2016.</p> <p>The drivers for this re-organisation are to meet financial reductions but to also improve outcomes for the most vulnerable children in Westminster.</p> <p>What is the purpose of the policy/project/activity/strategy?</p> <p>The priorities, in re-shaping early help, are to:</p> <ul style="list-style-type: none"> • Reduce re-referrals to higher level interventions • Prevent family breakdown that results <i>in</i> children and young people being received into care • Build capacity in universal providers to support children earlier • Promote strong and resilient parents; parenting support will run through all our work • Is asset-based, builds community capacity and resilience by local support systems that can identify and tackle problems earlier • Develop a workforce that is focused on delivering this vision in a consistent way • Better align and integrate our directly provided and commissioned services as a part of a new early help model <p>In what context will it operate?</p> <p>The new context, and drivers for change, can be summarised below:</p> <ul style="list-style-type: none"> • Resources are dramatically reducing and yet the demand for specialist services is increasing. If successful early help can empower families to regain control of their circumstances and help transform the lives of vulnerable children without expensive state support. This creates a challenge where it is vital to ensure that early help is positioned to prevent escalation to more costly, long-term interventions. • The public sector reform programme means supporting people to become independent and self-reliant, thereby reducing demand on public sector services. This includes promoting employment and access to affordable and sustainable housing.

- **The expansion of the Troubled Families programme** is aimed to be a catalyst to service reform for all services working with families.
- **OFSTED thematic inspection of Early Help** 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.
- **Locally, we have re-shaped our CIN work and are changing the nature of social work 'assessments'**, ensuring that assessments are less about gathering information and more about an intervention that can generate change. This gives the opportunity to re-shape the Early help service with its own identity / brand. This also means that the social work assessments will be centralised to the Assessment Team and taken out of early help altogether.

What results (outcomes) are intended?

We have reduced our area of focus to prioritise improvements / **outcomes for families, children and young people in the following areas:**

- Reduce the number of children who are taken into care
- Reduce re-referrals into social care services
- Increase school attendance
- Create strong and resilient parents, who are able to manage children's behaviour
- Reduce the number of young people engaging in crime

Our work is underpinned by an **aim to increase parent employability** as a vital way of improving outcomes for children in all of the areas above.

Why is it needed?

To deliver savings in line with the Council's budget setting process and to make some service improvements to ensure we reach those most in need.

Who is intended to benefit and how?

The aim of re-shaping the service to prevent the escalation of need to a higher statutory level and to prevent young people coming into care.

Families and their children will benefit. The aim being to prevent family breakdown and to keep families together.

Details of the lead person completing the screening/EIA

(i) Full Name: Jayne Vertkin

(ii) Position: Head of Early Help

(iii) Unit: Family Services (Childrens Service)

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

Date sent to Equalities@westminster.gov.uk

16th September 2016

Version number and date of update

Version 8: 4 September 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 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"/>	<input checked="" type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input 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?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	<p>The service disproportionately works with children and families with particular ethnicities; this is a reflection of patterns of need and uptake rather than any targeting of the service. The change in the council service provision will have an impact on how residents access support.</p> <p>The service will seek to target resources where they will have the most impact; this will change the threshold at which the service operates, which may impact on the number of families accessing the service. This will be mitigated by the creation of an Early Help Partnership, which will bring together voluntary and community sector organisations to work with families who may have previously been able to access the service.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal			
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 			
	How many people use the service currently? What is this as a % of Westminster's population?	<p>Please note, all calculations based on the population of 0-17 years olds in Westminster.</p> <p>All service information is for the 2015-16 year.</p> <p>Age and Gender: Westminster data is based on the 2016 population from the 2015 Round of Demographic Projections - Local authority population projections - SHLAA DCLG-based population projections</p> <p>Ethnicity: Census 2011 (table DC2101EW)</p>		
	Age <i>Please note data is based on the age of the child when work started with them.</i>	Age at Start (multiple if multiple starts)	No.	Percentage
		Westminster population		
		Under 1	18	1.6%
		1 - 4	89	8.0%
		5 - 9	213	19.2%
		10 - 15	580	52.3%
		16 and 17	208	18.8%
		Total	1108	

Disability	Data is not recorded			
Gender	Gender	No.	Percentage	Westminster population
	Female	398	42.3%	49.1%
	Male	539	57.3%	50.9%
	Unknown	3	0.3%	
	Total	940		
Race	Ethnicity	No.	Percentage	Westminster Population
	Other Ethnic Groups	280	29.8%	17.6%
	White	190	20.2%	43.0%
	Black / African / Caribbean /Black British Total	153	16.3%	12.5%
	Mixed / Multiple Ethnic Groups Total	132	14.0%	11.9%
	Asian / Asian British / Chinese	108	11.5%	14.9%
	Information not yet obtained Total	29	3.1%	-
	Not Stated	29	3.1%	-
	Blank	16	1.7%	-
	Not Known	3	0.3%	-
	Total	940		
Religion or belief	Data is not recorded			
Sexual orientation	Data is not recorded			

2.2 Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? *If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.*

The service cohorts of 10 -15 and 16 and 17 year olds is over-represented when compared to the Westminster population.

The service cohort of male 0-17 years olds is over-represented when compared to the Westminster population.

The service cohort of Other Ethnic Groups and Black / African / Caribbean /Black British ethnicities are over-represented when compared to the Westminster population.

2.3 Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? *If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.*

	<p>The service cohorts of those under 10 year olds were under represented compared to Westminster population but this data does not include families who get support from the children's centres.</p> <p>The service cohort of female 0-17 year olds is under represented compared to the Westminster population.</p> <p>White and Asian / Asian British / Chinese ethnicities are under represented compared to the Westminster Population.</p>
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SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>The Council agreed the Early Help Strategy in 2014 following large scale and well attended, by a range of partners, Early Help workshops in January and June 2014 which were used to develop the vision and assess agreement against the priority outcomes.</p> <p>These events enabled the participation of young people, parent representatives, children protection services, Health, Public Health the Police, Schools, Education, CAMHS, Early Help staff in the Local Authority, Children’s Centre Managers, Education, Commissioning, Housing, Local Parenting Programmes, representatives from the Voluntary Sector, and Community Champions. There has been further consultation with Headteachers, the Voluntary Sector and Early Help frontline staff.</p> <p>Formal staff consultation took place in the spring of 2016 with staff and trade unions.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>Individuals who previously may have accesses council services, may now work with voluntary and community sector organisations. This is likely to change how people access the services and the number of people receiving direct support. Due to the over representation of service users of Other Ethnic Groups and Black / African / Caribbean /Black British ethnicities, there will be a reduction in contact with council services. This reduction will be mitigated by support available from the Early Help Partnership.</p> <p>Those in significant need, will receive increased targeted support from the council as staff will be redirected to work more intensely with those with the highest needs.</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?

<p>4.1</p>	<p>Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>					
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>						
<table border="1"> <tr> <td data-bbox="248 689 732 831"> <p>Column A – Issues or barriers, things to take into account</p> </td> <td data-bbox="732 689 1511 831"> <p>Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p> </td> </tr> <tr> <td data-bbox="248 831 732 1921"> <p>Reduced capacity at lower needs levels</p> </td> <td data-bbox="732 831 1511 1921"> <ol style="list-style-type: none"> 1. We are developing a new partnership approach to early help across Westminster that is integrated, through shared processes, with partner agencies to maximise use of all resources. 2. The quality and responsiveness of the new teams is improved as we have developed a new operating model based on a ‘whole family approach’ rather than just focusing on a presenting issue within a family. This builds on the Focus on Practice training that staff have attended. A part of this is to have consistent caseload sizes to maximise the number of families that we can work with and to work more intensively with families. 3. We have agreed the criteria areas where we can make the most difference and referrals will now be received from the Access to Children’s Services (‘the front door’) only on families meeting these criteria and earlier work is being undertaken with schools to prevent problems escalating. 4. The team will now work with families with the highest needs (i.e. likely to escalate to a higher level without an intervention). 5. Similarly, the team will now prioritise work with particular communities / groups where there is a potential risk identified to children. </td> </tr> </table>			<p>Column A – Issues or barriers, things to take into account</p>	<p>Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>	<p>Reduced capacity at lower needs levels</p>	<ol style="list-style-type: none"> 1. We are developing a new partnership approach to early help across Westminster that is integrated, through shared processes, with partner agencies to maximise use of all resources. 2. The quality and responsiveness of the new teams is improved as we have developed a new operating model based on a ‘whole family approach’ rather than just focusing on a presenting issue within a family. This builds on the Focus on Practice training that staff have attended. A part of this is to have consistent caseload sizes to maximise the number of families that we can work with and to work more intensively with families. 3. We have agreed the criteria areas where we can make the most difference and referrals will now be received from the Access to Children’s Services (‘the front door’) only on families meeting these criteria and earlier work is being undertaken with schools to prevent problems escalating. 4. The team will now work with families with the highest needs (i.e. likely to escalate to a higher level without an intervention). 5. Similarly, the team will now prioritise work with particular communities / groups where there is a potential risk identified to children.
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<p>4.2</p>	<p>Now that you have considered the potential or actual effect on equality, what action are you taking?</p>					

<input type="checkbox"/>	33. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input type="checkbox"/>	34. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input checked="" type="checkbox"/>	35. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
<input type="checkbox"/>	36. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3 Please document the reasons for your decision		
<p>The partnership will be a close working network, working alongside the Council which provides a high quality support system with clear referral process into Council services when individual's needs require it.</p> <p>Focussing on those in most need will ensure that they will receive increased support from Council staff.</p>		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 529	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title

8.4C : Service Proposals for Children's Centres in Westminster City Council.

What are you analysing?

- What is the purpose of the policy/project/activity/strategy?
- In what context will it operate?
- Who is it intended to benefit?
- What results are intended?
- Why is it needed?

In re-shaping the children's centres the aim is to continue to support families in those groups with the greatest needs. 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.

What is the purpose of the proposal?

This assessment covers the changes we have made to existing children's centre provision. The changes embed children's centres into a new model for Early Help based on **collaboration between different providers** that consists of the following:

- **The set-up of 3 family hubs** that support families with children across the age spectrum. They will develop from the existing 3 children centre hubs. This development is part of the wider reshaping of early help in Westminster and will gather pace over the next 6 months now that the new model is in place (1st September 2016)
- **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 has been established
- **A fortnightly early help partnership meeting** to discuss pre-referral support for families.

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

- We are creating more 2 year early education places in existing children's centre sites.
- Further integrating with health services particularly within in the 3 hubs so that families with need are systematically identified earlier.
- The hubs are in the areas of greatest deprivation and offer a range of services to families who need extra help (see map in appendices)

The **3 existing children centre hubs will now become the 3 Early Help Family hubs**. The integrated range of children's centre services will continue but the 'hub' will become:

- A **'virtual' network of providers** working with children 0 – 19 years, who share a single approach to working with families across a given area. All providers will be working to a shared

purpose and outcomes framework. It is proposed that this network of provision will bring together the Early Help (including Troubled Families) offer from Children’s Services, the Health Visiting and Family Nurse Partnership offers from Public Health, the joint Child and Adolescent Mental Health Service (CAMHS) offer from Central London Clinical Commissioning Group (CLCCG) and West London Clinical Commissioning Group (WLCCG) and Public Health, and the offer from General Practitioners (GPs).

- **We will use our existing children’s centre hub buildings to strengthen this integration** and partnership working across commissioned and directly delivered services by Children’s Services, Public Health, Housing and the CLCCG and WLCCG and bring families into a physical building, a focal point in the community where they can access help and information and from where a range of connected services will be co-ordinated but delivered at venues across the locality.

The aim will be, through this network, to identify families with complex needs as early as possible, no matter what service they first come into contact with. This will make sure that any contact with a practitioner in the network will lead to the right intervention at the right time, with greater accountability across all agencies for identifying need earlier; leading to families understanding and making effective changes that ultimately improve their health and wellbeing.

The only other children’s centre site that is still providing 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. This was highlighted in the previous EIA and was also reinforced via out consultation

We are expanding the **2 year early education places** to 3 more children’s centre sites –Queensway (located at Hallfield School), Bayswater and Westbourne (located at Edward Wilson School) Children’s Centres. This process has begun but will be dependent on the availability of capital funding and negotiations with providers who have expressed an interest.

The children’s centre funding, and associated services, have ceased at 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 does this operate?

The context in which children’s centres operate has changed 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 children’s centre buildings were expensive to run.** They cost us £259,000, which was 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. The new model allows us to make cost savings in premises and overheads and at the same time promoting a more holistic and integrated service for families with children aged 0-19 within the 3 locality based Early Help Family Hubs .
- **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 have re-shaped our child in need work and changed the nature of social work ‘assessments’,** ensuring that assessments are an intervention that can generate change. This has in turn allowed us the opportunity to re-shape the early help service with its own identity / brand.
- **There is a new commissioning framework,** supports closer alignment of health visiting with children’s centres and therefore greater integration in work practices. This will be reflected in the new service specification and re-commissioning of health visiting services 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?

The service redesign allows us now to target families and individuals with particular vulnerabilities or who might require additional support. In particular the revised 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.

Details of the lead person completing the screening/EIA

- (i) Full Names Jayne Vertkin
- (ii) Position: Head of Early Help
- (iii) Unit: Family Services
- (iii) Contact Details: jvertkin@westminster.gov.uk

Date sent to Equalities@westminster.gov.uk

29th September 2016

Version number and date of update

- Version 1.0 – 29th January 2016**
- Version 2.0 – 29th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input 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 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?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input type="checkbox"/>		<input checked="" type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	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. There is a good network of this provision and a reduction in this provision will impact on both parents but women are the highest users.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal																					
	<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. A baseline of data is available here 																					
	<table border="1"> <tr> <td rowspan="4" style="vertical-align: top;"> How many people use the service currently? What is this as a % of Westminster’s population? How many people use the service currently? What is this as a percentage of Westminster’s population? </td> <td style="background-color: #f2f2f2;">Reporting period</td> <td style="background-color: #f2f2f2;">Data Description</td> <td style="background-color: #f2f2f2;">Measure</td> <td style="background-color: #f4a460;">North West</td> <td style="background-color: #a4d4e0;">North East</td> <td style="background-color: #a496c0;">South</td> </tr> <tr> <td rowspan="3" style="vertical-align: top;"> March 2014-15 </td> <td rowspan="3" style="vertical-align: top;"> How many people use the service currently? What is this as a percentage of Westminster’s population? </td> <td style="vertical-align: top;"> All under 5 yr olds in reach </td> <td style="text-align: center;"> 1899/43 % </td> <td style="text-align: center;"> 2157/36 % </td> <td style="text-align: center;"> 1265/38 % </td> </tr> <tr> <td style="vertical-align: top;"> Under 5s in 30% most deprived areas </td> <td style="text-align: center;"> 1609/47 % </td> <td style="text-align: center;"> 1147/59 % </td> <td style="text-align: center;"> 632/41% </td> </tr> <tr> <td style="vertical-align: top;"> Under 5s in 10% most deprived areas </td> <td style="text-align: center;"> 1509/47 % </td> <td style="text-align: center;"> 795/51% </td> <td style="text-align: center;"> 144/51% </td> </tr> </table> <p>Increasingly, the majority of parents accessing the centres are</p>	How many people use the service currently? What is this as a % of Westminster’s population? How many people use the service currently? What is this as a percentage of Westminster’s population?	Reporting period	Data Description	Measure	North West	North East	South	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 %	Under 5s in 30% most deprived areas	1609/47 %	1147/59 %	632/41%	Under 5s in 10% most deprived areas	1509/47 %	795/51%	144/51%
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				Under 5s in 30% most deprived areas	1609/47 %	1147/59 %	632/41%															
		Under 5s in 10% most deprived areas		1509/47 %	795/51%	144/51%																

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).

This needs to be reviewed again once data for 2016-17 is available to see if the service redesign has significantly altered the take up of services in the 3 localities.

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 are working to ensure these are replaced 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.

This will need to be reviewed in the final quarter of 2016- to assess the impact of the changes we have made

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	Description	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>	44	50	10		-	-	-

The provision of the 2 year free entitlement in children's centres has made a significant contribution to increasing the number of places available

		<p>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.</p> <p>To achieve the focus on those children most at risk of the poorest outcomes, as stated earlier, we are extending the provision of the 2 year early education places to the following sites –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;</p> <ul style="list-style-type: none"> • Westbourne - 102 (15.5% of total eligible families) • Church St - 100 (15.2%) • Queens Park - 88 (13.4%) <p>Broken down by locality it is: North West – 240, North West – 286, South – 132</p> <p>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.</p> <p>The impact of the changes we have instituted will need to be monitored over time and we would expect to see an increase in the uptake of the 2 year old entitlement within the target areas outlined above over the next 6 months as more places become available and those families who require early intervention receive targeted support to ensure they are able to access this and the wider Children Centre offer.</p>
Age	As above	
Disability		No specific data is available.
Gender		The majority of users are mothers
Race		As above
Religion or belief		We do not collect this data

	Sexual orientation	We do not collect this data
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>	
	No	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	No	

SECTION 3: ASSESSING THE IMPACT

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>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.</p> <p>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.</p> <p>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).</p> <p>On 4th January 2016 a consultation started on the current proposed changes to children’s centres and ended on 30th January. Parents were given two options for expressing their views:</p> <ul style="list-style-type: none"> • 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 <p>The main themes raised by parents in the face to face sessions have been similar to those in January 2015:</p> <ul style="list-style-type: none"> • 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.

	<p>Concern about buildings and future use of sites and whether one 'hub' is sufficient as parents will need to walk further.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>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>The original EIA identified that the reduction in 'stay and play' sessions and support services 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.</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 closer working with health colleagues. Our links with health visitors and midwives has developed and we have identified opportunities for co-location in the 3 hubs .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 was from April 2016. This is currently being reviewed with a view to rolling this out across the city .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>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	To ensure equality of access to the remodelled provision for families from low income or BME groups or for families where children are at risk of poor outcomes- where they may previously have accessed drop in provision	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’ Encourage and support community and third sector organisations to consider their role in areas where stay and play provision is being reduced As part of the remodelling of Early Help in Westminster we are now able to use the Family Information Service (FIS) to advertise more effectively and as a tool for families and professionals to identify services which could support families in their locality As part of FIS families will have access to high quality information on line reducing their reliance on drop ins to access this
	To encourage those families who are eligible to access 2 year old places	Advertise and maximise outreach for the proposed 2 year old places via the outreach service- this service now targets those in the most need and children who are most vulnerable to poor outcomes FIS will now allow providers to update the availability of free places easily and quickly allowing eligible families to easily see what provision is available in their locality and how to access it. Families will also be able to check their eligibility on line via a link from FIS.
	Lack of parent volunteers to ensure drop in services continue	Ensure that family hubs and locality partnerships alongside early help staff and outreach staff promote and support volunteering as part of their work with parents and support them to access volunteering as a mechanism to reduce social isolation, increase work readiness or as a first step towards accessing education

	and training.												
4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?													
	<table border="1"> <tr> <td data-bbox="233 611 341 768"><input type="checkbox"/></td> <td data-bbox="341 611 687 768">37. No major change (no impacts identified)</td> <td data-bbox="687 611 1498 768">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td data-bbox="233 768 341 846"><input type="checkbox"/></td> <td data-bbox="341 768 687 846">38. Adjust the policy</td> <td data-bbox="687 768 1498 846">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td data-bbox="233 846 341 965"><input checked="" type="checkbox"/></td> <td data-bbox="341 846 687 965">39. Continue the policy (impacts identified)</td> <td data-bbox="687 846 1498 965">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td data-bbox="233 965 341 1043"><input type="checkbox"/></td> <td data-bbox="341 965 687 1043">40. Stop and remove the policy</td> <td data-bbox="687 965 1498 1043">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </table>	<input type="checkbox"/>	37. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	38. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input checked="" type="checkbox"/>	39. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	40. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
<input type="checkbox"/>	37. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.											
<input type="checkbox"/>	38. Adjust the policy	You will take steps to remove barriers or to better advance equality.											
<input checked="" type="checkbox"/>	39. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.											
<input type="checkbox"/>	40. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.											
4.3 Please document the reasons for your decision													
	<p>The Council continues to be committed to the goal of ensuring children in Westminster have the best possible start in life whatever their family circumstances. However like other councils, Westminster City Council has to do this within the context of reduced central government funding. The changes to children’s centres puts an emphasis on ensuring that future services are targeted to those most in need and on developing a more collaborative and systematic way of identifying need with partner agencies to ensure that children with additional need get it as soon as is possible.</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 closer working with universal providers and voluntary and community organisations.</p>												

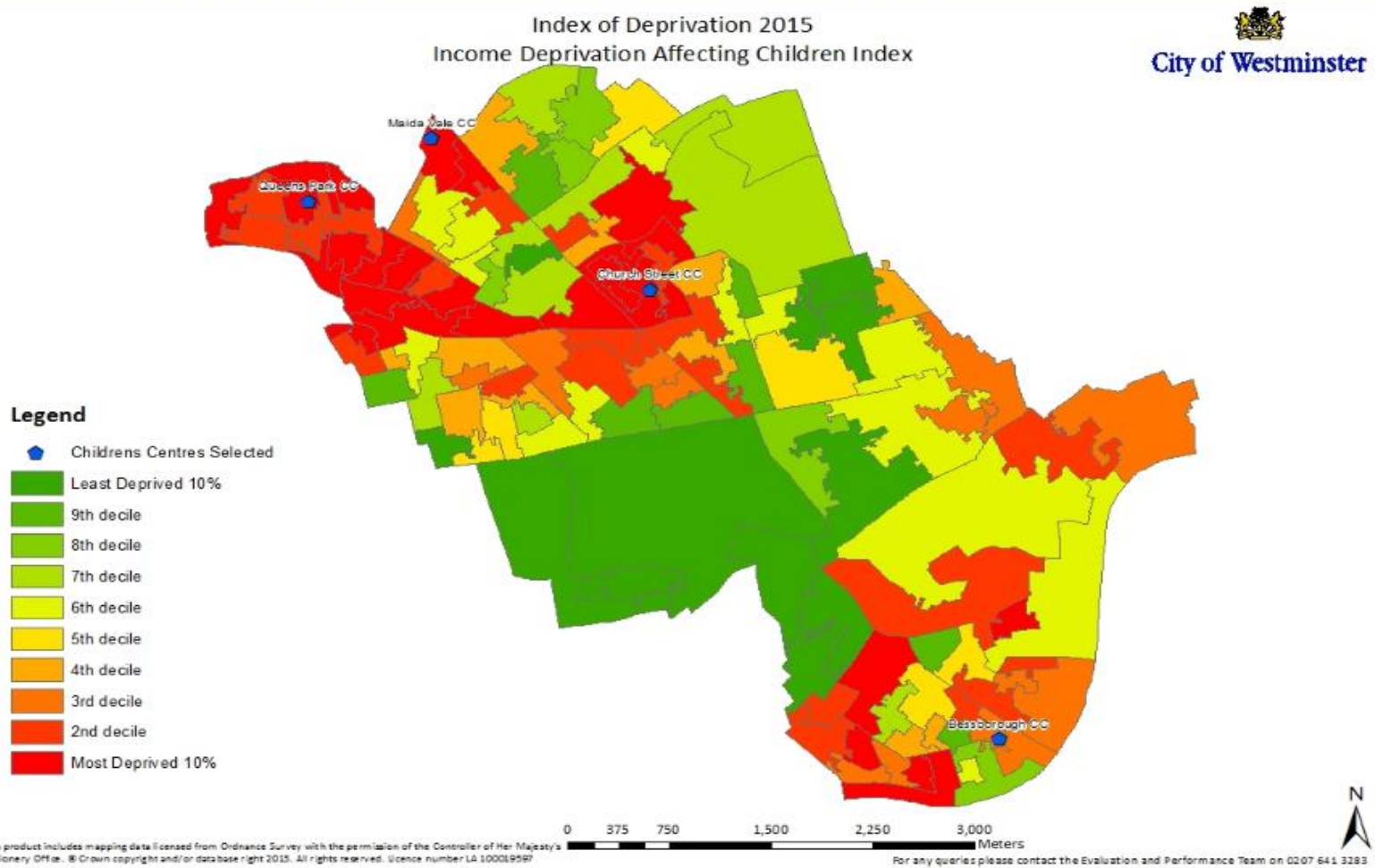
SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Action Plan 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. NB. Add any additional rows, if required.							
	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
Page 545	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@westminsster.gov.uk Kate Holmes, Account Director Policy, Performance & Communications Department kholmes@westminster.gov.uk / 020 7641 5713	July 2016	Amber
	Encourage and support	Women, Children, BME groups	Families have access to provision	Time allocation to facilitate meetings	Jayne Vertkin. Head of Early Help jvertkin@westminsster.gov.uk	July 2016	

	community and third sector organisations to consider their role in areas where stay and play provision is being reduced		within their community, which builds social contacts and infrastructure within communities	Training of volunteers	ter.gov.uk		
Page 546	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	Manager of the Early Years Service	On-going	Amber
	Develop the role of the family Information Service as an information tool for parents and between providers	Women, Children and BME groups	Improved access to information	Staff time	Manager of the Early Years Service	In development - operational from October 2016	In progress - Amber

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 old	Baseline:	3338	0	0	0	Census 2011 - Estimate
	Registered:	0	0	2122	2094	
	Access:	959	1141	1177	1178	
	Engaged:	418	574	577	563	
0-4 yrs in in workless households	Baseline:		915			DWP 2012 and 2013
	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:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:	0	59	60	63	
	Access:	30	42	34	27	
	Engaged:	22	31	22	27	
Families with Children living with adult mental health	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:	0	27	30	31	
	Access:	10	24	24	18	
	Engaged:	No report	No report	No report	No report	

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			ONS Mid Year Estimates
	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				Census 2011
	Registered:	1196	1983	2099	2084	
	Access:	1102	1186	1153	1102	
	Engaged:	652	733	650	746	
Teenage parents/pregnant	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	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				DWP 2012
	Registered:			573	555	
	Access:	266	312	328	322	
	Engaged:	171	202	196	198	
Disabled children 0-4 years old	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:	16	14	16	13	
	Access:	14	9	9	12	
	Engaged:	12	8	5	7	
Disabled carers of Children 0-4 years old	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	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	Census 2011 - Estimate
	Registered:	0	0	1973	1966	
	Access:	808	1029	1059	1081	
	Engaged:	441	577	583	556	
0-4 yrs in in workless households	Baseline:		1165			DWP 2012 and 2013
	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:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:	0	105	110	117	
	Access:	54	54	51	48	
	Engaged:	34	41	35	21	
Families with Children living with adult mental health	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	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			DWP 2012 and 2013
	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:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	Registered:	0	82	90	109	
	Access:	37	40	46	39	
	Engaged:	37	37	38	33	
Families with Children living with adult mental health	Baseline:	No baseline	No baseline	No baseline	No baseline	No Baseline data
	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%	

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

Source: Estart December 2015, IDACI 2010



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

<p>Title</p>
<p>8.4D : Service Proposals for Westminster City Council Youth</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>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 have been extended until September 2016. This has allowed providers time 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 has the support of a number of key local charities and will have good links to corporate donors.</p> <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 sustainable, strong and viable offer for young people.</p> <p>Whilst there is no need for the charitable foundation to be Council-led, the Council will be a committed sponsor of the charity, facilitating its establishment and sitting on the board of trustees. 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.</p> <p>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</p>

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 has confirmed continuing to fund the provision for one of these 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 needs.

Providers also deliver educational and employment opportunities and tackle issues such as youth violence, healthy lifestyles, and building self-confidence.

What results are intended?

The establishment of the foundation is intended to help create a sustainable offer for youth service across the borough that is less reliant on council funding. Through building strong links with the corporate sector, partners in the business sector and being aware of funding opportunities it is anticipated that the foundation will secure and allocate funding for youth services.

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 secure alternative funding streams for universal and targeted services for young people in Westminster.

Details of the lead person completing the screening/EIA

(i) Full Name: William Parsons

(ii) Position: Commissioning & Transformation Lead

(iii) Unit: Children's Services Commissioning

(iii) Contact Details: wparsons@westminster.gov.uk 0207 641 2526

Date sent to Equalities@westminster.gov.uk

16th September 2016

Version number and date of update

The decision not to re-commission youth services and establish the YWF was approved on 15.06.2016

Version 1 – 02.09.16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal <input type="checkbox"/>		Significant <input checked="" type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1.4	How have you come to this decision?
	<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 through the foundation 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>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	<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> • <i>A baseline of data is available here</i>
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	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td>North West 701 North East 845 South 280</td> </tr> <tr> <td>Age</td> <td>As above and based on no's of young people aged 11-19</td> </tr> <tr> <td>Disability Number of disabled children and young people 11-24 years old</td> <td>North West 52 North East 72 South 40</td> </tr> <tr> <td>Gender</td> <td>North West Male 64% Female 36% North East Male 65% Female 35% South Male 75% Female 25%</td> </tr> <tr> <td>Race BME (Black, Minority & Ethnic Groups) Percentages based on particular ethnic groups</td> <td>North West 88% North East 87% South 79%</td> </tr> <tr> <td>Religion or belief</td> <td>No data</td> </tr> <tr> <td>Sexual orientation</td> <td>No data</td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?	North West 701 North East 845 South 280	Age	As above and based on no's of young people aged 11-19	Disability Number of disabled children and young people 11-24 years old	North West 52 North East 72 South 40	Gender	North West Male 64% Female 36% North East Male 65% Female 35% South Male 75% Female 25%	Race BME (Black, Minority & Ethnic Groups) Percentages based on particular ethnic groups	North West 88% North East 87% South 79%	Religion or belief	No data	Sexual orientation	No data
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Religion or belief	No data														
Sexual orientation	No data														
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>														
	The table above shows number of young people currently accessing youth services in the age category of 11 to 19 and up to 24 for young people with a disability. There is an overrepresentation across all three geographical splits of these changes affecting particular ethnic groups.														
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>														
	Based on the data available there are no equality groups that are underrepresented relative to the size of the population.														

SECTION 3: ASSESSING THE IMPACT

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

3.1	Consultation Information
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>Consultation events relating to these proposals finished on the 31st January 2016 and used 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 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> <p>Young People’s focus groups – January 2015</p> <p>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.</p> <p>Meetings with service providers – January 2015</p> <p>These took place in each locality and were attended by 30 people in total:</p> <ul style="list-style-type: none"> North East Locality: 5 participants South Locality: 13 participants North East: 12 participants <p>Key themes for discussion included Flexible models; Targeting; Outcomes for young people; Working with partners; Quality of service.</p> <p>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</p>

	<p>19.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>Particular age groups</p> <p>Services are funded for young people aged 11-19, young people attending youth services will be negatively impacted by a reduction in service.</p> <p>Young people with a learning difficulty and/or disability (LDD)</p> <p>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.</p> <p>Youth clubs record learning difficulty and/or disability and is self-reported i.e. 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.</p> <p>Approx 350 children and young people are known to the borough's Children with Disabilities Team or are receiving short break services. This cohort represents children and young people with a high level of need and is approximately 2% of the borough's children and young people population. The actual borough population figure for young people with a LDD is likely to be</p>

higher.

The two clubs currently providing 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, however, one has funding confirmed until the end of the current financial year.

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%.

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.

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.

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? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	Impact 1: Impact on disabled young people	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.
	Impact 2: Impact on young people aged 11-19 Impact 3: Impact on young people from a BME background Impact 4: Impact on young men Impact 5: Impact on young people living in areas of deprivation Impact 6: Impact on young people from particular faiths and beliefs	This response addresses impact areas 1-6 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 but most should remain open for the remainder of the financial year. 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. 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 involves a wide range of stakeholders. There will, however, be a gap between council funding ending and the foundation being established and

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

<input type="checkbox"/>	41. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input type="checkbox"/>	42. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input checked="" type="checkbox"/>	43. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
<input type="checkbox"/>	44. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3 Please document the reasons for your decision

	<p>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>
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SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
Page 565	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	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.	Regular meetings with providers. Capacity	William Parsons Children’s Commissioning	31/10/2016	

			Provide support and training to existing providers.	building support.			
	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.	William Parsons Children's Commissioning	31/10/2016	
	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	William Parsons Children's Commissioning	31/10/2016	



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
8.5A : Asset Strategy
What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Feasibility studies are undertaken to assess whether building works or alterations would help deliver the education priorities more effectively.</p> <p>The works following such feasibility studies in the primary sector to date, have mainly been capitalised (ie. the spend is shown over a number of years, rather than being shown all in one year), hence generating the savings against the 17/18 budget.</p>
Details of the lead person completing the screening/EIA
(i) Full Name: Alan Wharton (ii) Position: Tri-Borough Head Asset Strategy (iii) Unit: Children’s Services (iii) Contact Details: awharton@westminster.gov.uk
Date sent to Equalities@westminster.gov.uk
15 th September 2016
Version number and date of update
Version 1 – 15th September 2016 Version 2 – 29th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The works that has been done to date, have mainly been capitalised (ie. the spend is shown over a number of years, rather than being shown all in one year), hence generating the savings against the 17/18 budget. There will be no impact on staff or service users.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 575	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.5B : School Standards Service Staffing Efficiencies
What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The project brings about further efficiencies in the delivery of central school standards services. The project makes sure that the responsibilities of the business support officers reporting to the business service manager are in line with the duties that are now required and reduces the central number of advisers in line with the changes to the duties of the school improvement service.</p>
Details of the lead person completing the screening/EIA
(i) Full Name: Richard Stanley (ii) Position: Assistant Director (iii) Unit: School Standards, Education (iii) Contact Details: Richard.stanley@rbkc.gov.uk
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
V1.0 – 16th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Having reviewed impact, the actions taken in this project will not disproportionately impact on particular groups.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

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	<p>Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

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<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
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<p><i>Enter additional rows if required</i></p>								



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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When you should undertake an EIA:

- You are making changes that will affect front-line services
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- The person who is making the decision or advising the decision-maker

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An EIA e-learning module is available for all Westminster staff:

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.5C : Staff efficiencies and maximising the attendance of Children at School.
What are you analysing? <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Acronym explanation = Attendance (statutory), Child employment and children in entertainment, Elective home education and children missing education (ACE)</p> <p>The ACE team is a Tri Borough team of 10 officers, responsible for delivering the 3 Local Authorities legal obligations, enshrined in 6 separate pieces of legislation. The teams functions are therefore all statutory; they contribute to several aspects of education services responsibilities in relation to maximising children’s access to education and safeguarding them.</p> <p>The purpose of this initiative is two fold :</p> <ol style="list-style-type: none"> 1. More effective use of the Tri borough exclusion officer post, by employment only during term time, rather than for the full year. 2. To maximise Childrens’ access to Education via Penalty Notice Charges. <p>For teams working entirely with schools and education issues, a term time only working pattern seems a sensible way of reducing costs. The ACE team has already made savings by having 3 other posts in the team employed term time only. In this case, the impact of the reduction to term time only of the Senior Exclusion Officer post, has been managed by identifying an area of work where pressure is greatest when schools are open. Consequently the impact of term time working has been minimised.</p> <p>In addition, other team members have had sufficient training to enable them to advise members of the public appropriately in the absence of the SEO. Finally, the impact on service standards and delivery caused by the reduction will be reviewed regularly.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Elizabeth Spearman</p> <p>(ii) Position: Head of Attendance (statutory), Child employment and children in entertainment, Elective home education and children missing education (A.C.E)</p> <p>(iii) Unit: Childrens Services Education</p> <p>(iii) Contact Details: elizabeth.spearman@lbhf.gov.uk</p>

Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
V1.0 – 1 st September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This initiative will have no equality implications to the community.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

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?

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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
	<p>Page 594</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>
<p><i>Enter additional rows if required</i></p>							



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title	
8.5D : Education Psychology	
What are you analysing?	
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed? 	
<p>This initiative is about income generation from the trading of professional psychological services to schools (e.g., non Statutory Educational and Child Psychology services to schools based on their requirements e.g., they 'buy' in 3 / 6 / 9/12 day packages of psychological support).</p> <p>It involved the setting up of an internal Educational Psychology Traded Business unit within the Council (this seems to be the trend in England at the moment as a way of retaining a skill set to meet complex Core Statutory roles for EPs as well as using traded income to partly fund such services). This service is offered by many other London Boroughs and increasingly by the private sector as well.</p> <p>The Core Statutory duties of the Educational Psychology Service provided to the Schools by the Borough remain unaffected by this initiative.</p>	
Details of the lead person completing the screening/EIA	
(i) Full Name:	Jeremy Monsen
(ii) Position:	Tri Borough Principal Educational Psychologist
(iii) Unit:	Childrens Services - Education
(iii) Contact Details:	Jeremy.Monsen@rbkc.gov.uk
Date sent to Equalities@westminster.gov.uk	
16 th September 2016	
Version number and date of update	
V1.0 – 8 th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The Statutory duties of the Educational Psychology service provided by the Borough to the Schools remain unaffected by this initiative and as such there are no negative implications.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
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	<p><i>Enter additional rows if require</i></p>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 57. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 58. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 59. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
	<input type="checkbox"/> 60. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Contact
<i>Enter additional rows if required</i>				



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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Who should undertake the EIA:

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.5E : SEN Service staffing.
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The Special Educational Needs (SEN) Service is statutorily responsible for assessing and identifying the learning needs children and young people with significant, severe, long term and complex difficulties, and following such as assessment, for providing and coordinating the resources and provision required to meet them. It is also statutorily required to review the needs, provision and setting annually, and to make any changes to these based on multi-disciplinary professional advice.</p> <p>The EIA analyses the proposed change to funding arrangements for the SEN Service. Future funding will be provided from an alternate funding stream and will not therefore require a change to service or staffing.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Fiona Phelps (ii) Position: Head of Service (iii) Unit: SEN Service, Schools Commissioning (iii) Contact Details: Fiona.phelps@rbkc.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
16th September 2016
Version number and date of update
V1.0 – 16 th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
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If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	There will be no change to service or staffing as a result of the proposal and as such there will be no negative implications.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 612	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

- You are making changes that will affect front-line services
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- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

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It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.6 : Release of revenue budget associated with the Building Schools for the Future programme
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Building Schools for the Future (BSF) was a major investment programme in the schools estate which commenced in 2007. A revenue budget was established to support the incidental expenditure that arose from the programme but wasn't fundable from the BSF grant. As the final school in the programme was completed in 2015, the revenue budget is no longer required.</p> <p>In addition to this, a review of the Finance and Resources budgets has confirmed an uncommitted balance in Central Overhead Charges. The budget is greater than what is required by the total commitments and can be released as a saving.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Dave McNamara</p> <p>(ii) Position: Tri Borough Director for Finance and Resources</p> <p>(iii) Unit: Childrens Services</p> <p>(iii) Contact Details: David.Mcnamara@lbhf.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
16th September 2016
Version number and date of update
V1.0 – 2 nd September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	These budgets can be released as savings without impacting services.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/>	65. No major change (no impacts identified) Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/>	66. Adjust the policy You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/>	67. Continue the policy (impacts identified) You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
	<input type="checkbox"/>	68. Stop and remove the policy There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 621	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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- You are making changes that will affect front-line services
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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

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All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.7A : Placement Cost Reduction
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The savings are to be achieved through both :</p> <ol style="list-style-type: none"> 1. Reducing demand due to a re-configuration of Early Help services including an Edge of Care Team. 2. Reducing high cost placements through a review of need and better contracting and thereby reducing unit costs.
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Melissa Caslake</p> <p>(ii) Position: Operational Director of Children’s Services</p> <p>(iii) Unit: Children’s Services</p> <p>(iii) Contact Details: mcaslake@westminster .gov.uk</p>
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
V1.0 – 16th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
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If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>The impact of reducing placement demand will therefore keep more children out of care / place them with a permanent family and represents a positive outcome. Therefore there are no negative impacts from this activity on people with protected characteristics.</p> <p>More cost effective placements will result in reductions in unit cost. However this will not affect the service offer, and therefore no one is disadvantaged by the proposals.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	

	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
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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?

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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

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<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 630	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
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City of Westminster

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Title
8.9A : Fostering and Adoption Services
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The savings will be achieved from :</p> <p>1. Recovery of the training costs for services to other Boroughs. Approved Adopters (who have received training from Tri Borough) will be made available to children from other local authorities. As the benefiting local authority has made no investment in training, they make a payment to Tri-Borough for the costs incurred in the delivery of training to Adopters.</p> <p>This scheme is already in operation and has in the last 3 years generated an income for the Tri Borough.</p> <p>The intended beneficiaries are children nationally who move into a permanent placement, adopters who are able to realise their aspiration of creating a family and the respective local authorities who gain an income from the trading.</p> <p>This scheme is needed to achieve the outcomes as listed above and is practiced by all local authorities nationally.</p> <p>2. Reduction of Staff We have already identified a number of vacant posts for deletion; three social work posts in the Adoption and Permanence Team and a Principal Social Worker post in the Fostering Duty, Supervision and Support Team. Significant savings have been made without putting staff at risk of redundancy.</p> <p>However, further staff savings must be made as laid out below and will be made through this restructure by 31st March 2017.</p> <p>The proposal is:</p> <ul style="list-style-type: none"> • To reduce the post of Recruitment Project Officer from 1 FTE to 0.5 FTE • To delete 1.5 FTE Business Support Officer posts. <p>The work of the Adoption and Permanence Team has lessened due to new ways of recruiting adopters – using a more targeted approach and increasing the use of connected persons as potential adopters. It is felt, therefore, that the deletion of the 3 social worker posts within this team, as mentioned above, is acceptable.</p> <p>As a consequence of the changes in demand and the new ways of securing potential adopters there is no longer a requirement for a full time Recruitment Project Officer. The proposal therefore is to</p>

reduce this post from 1 FTE to 0.5 FTE.

The work of Business Support will be redistributed and further work will be undertaken to better align duties to support the work of the three service teams.

Details of the lead person completing the screening/EIA

(i) Full Name: Sally Pillay
(ii) Position: Head of Service
(iii) Unit: Fostering and Adoption
(iii) Contact Details:
1st Floor, Hammersmith Main Town Hall
King Street, London W6 9JU
Tel: 0208 753 2320 (Direct) 07812098049 (Mobile)
Switchboard: 020 8753 2500
E-Mail: Sally.Pillay@lbhf.gov.uk

Date sent to Equalities@westminster.gov.uk

16th September 2016

Version number and date of update

V1.0 – 16th September 2016

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

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Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	There is no adverse impact to staff or services because the staff reductions are from posts that are currently vacant and are not required because of the reducing trend in the numbers of Looked After Children (LAC) across the 3 Boroughs.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
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<input type="checkbox"/>	75. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.																
<input type="checkbox"/>	76. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 640</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>	<p>RAG</p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:
Sally Pillay
FULL NAME:
Fostering and Adoption
UNIT:
EMAIL & TELEPHONE EXT:02087532320.....
DATE (DD/MM/YYYY):6th September 2016.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
8.9B : Children’s Services Section 17 savings proposal for 2017-18.
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The Section 17 budget is a discretionary spend budget for use within Children’s Social Care and Early Help. The budget can be used for a variety of purposes. This can range from the purchasing of essential equipment or sundries for example nappies for a family presenting in crisis; or the purchasing of refreshment items for families attending meetings, events or workshops.</p> <p>The proposed saving is not the whole Section 17 budget and therefore it will continue to be used for families in significant crisis need, where applications to charities or benefits crisis loans would take too long or are not applicable. The savings proposed will mean that there is no spend on discretionary ‘engagement’ activities that require funding for example the purchasing of food and drink for families to encourage them to take part and meet with staff. Instead we will be using all opportunities at our disposal to continue to build relationships with families, in their homes or using facilities available to us for example children’s centres and other buildings where less formal meetings can take place including use of kitchen facilities rather than meeting out in the community.</p> <p>A residual Section 17 budget will be kept as described above for emergency payments. For all other discretionary spend applications will be made to charities, for example to purchase items of furniture or baby equipment, or for crisis loans.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Melissa Caslake</p> <p>(ii) Position: Director of Family Services</p> <p>(iii) Unit: Children’s Services</p> <p>(iii) Contact Details: mcaslake@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
17 th October 2016
Version number and date of update
V1.0 – 17 th October 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The proposed change is a reduction in a discretionary spend budget, and in the element of that currently used for additional activities with families and their children, to encourage engagement with services and promote positive relationships with services. We will seek creative ways of doing this using other facilities available to us for example at children’s centres, a safe and welcoming environment to meet with families and young people both away from home and without needing to use cafes, restaurants etc. We will stop discretionary spend outside of emergency requirements, and utilise charity applications and crisis loans to their full extent.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 650</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>	<p>RAG</p>
	<p><i>Enter additional rows if required</i></p>						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

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An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.9C : Reduction of Safeguarding Staff
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The service :</p> <ol style="list-style-type: none"> 1. Is experiencing a lower caseload trend. 2. Has had a re-distribution of their team and individual case responsibilities (which is in accordance with the good practice guidance stipulated in the Independent Reviewing Officer handbook). <p>As a result of the above factors, one Independent Reviewing Officer post is surplus to requirements and is currently vacant. It has therefore been permanently removed.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Debbie Raymond & Angela Flahive</p> <p>(ii) Position: Joint Heads of Safeguarding, Review & Quality Assurance</p> <p>(iii) Unit: Children’s Services</p> <p>(iii) Contact Details: Debbie.Raymond@rbkc.gov.uk & Angela.Flahive@rbkc.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
V1.0 – 16th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>The Independent Reviewing Officer post under consideration is already currently vacant with no plans to fill, and with no adverse effects on service.</p> <p>There are lower Looked After Children case loads requiring statutory review, so a smaller team of Officers are able to manage the duties.</p> <p>It is a long term established team which allows the opportunity to deliver higher quality service and additional responsibilities all in accordance with the good guidance as set out within the Independent Reviewing Officer post handbook.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	

	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #F4C49E;">Column A – Issues or barriers, things to take into account</th> <th style="background-color: #F4C49E;">Column B – what changes can be made to remove or reduce barriers or negative impacts</th> </tr> </thead> <tbody> <tr> <td style="height: 30px;"></td> <td style="font-size: small;">(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).</td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"></td> <td></td> </tr> <tr> <td style="height: 30px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts		(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).											<i>Enter additional rows if require</i>	
Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts																	
	(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 35%; background-color: yellow;">81. No major change (no impacts identified)</td> <td>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">82. Adjust the policy</td> <td>You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">83. Continue the policy (impacts identified)</td> <td>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="background-color: yellow;">84. Stop and remove the policy</td> <td>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input type="checkbox"/>	81. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	82. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	83. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	84. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
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<input type="checkbox"/>	84. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 659	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.9D : Removal of accommodation officer post.
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Savings will be achieved through the deletion of the accommodation officer post in Childrens Services and the creation of a new post – Housing and Employment Coach. This cost of this new post will be split 3 ways across Housing, Economy and Children’s Services. Those aspects of the accommodation officer role that will not be covered by this post (supporting young people move into final stage accommodation, co-ordination of the housing panel, support in registering with housing) will be picked up by the social work assistant and Personal Adviser posts.</p> <p>The housing and Employment Coach is an exciting development as it not only pools resources across the 3 departments but it has an emphasis on developing young people’s capacity to become self-sufficient/ economically productive.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Jonathan Turner</p> <p>(ii) Position: Service Manager</p> <p>(iii) Unit: Looked After children and Leaving Care Service</p> <p>(iii) Contact Details: 0207 641 7664</p>
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
V1.0 – 16th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input 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?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The deletion of the accommodation officer post and the creation of a new post – Housing and Employment Coach (which will be split 3 ways across Housing, Economy and Children’s Services) is an organisational change with shared costs across different areas. Areas of the old post will be re-distributed to existing staff members.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 668	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.9E : Cessation of essential car allowance payments to staff.
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The saving is achievable as the essential car allowance is being phased out and replaced by the more cost effective casual car allowance. It is more cost effective because there is an expectation that staff use the most efficient form of transport, but still have the flexibility of using the car for when transporting young people, travelling as a group or travelling outside of London where local transport may be more costly.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Jonathan Turner</p> <p>(ii) Position: Service Manager</p> <p>(iii) Unit: Looked After children and Leaving Care Service</p> <p>(iii) Contact Details: 0207 641 7664</p>
Date sent to Equalities@westminster.gov.uk
29 th September 2016
Version number and date of update
V1.0 – 29th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>Car travel involves reimbursement either through the essential or casual car users allowance. There has been a natural cessation of the use of essential car allowances and the use of the casual car user's allowance is more flexible. This initiative has no impact on either staff or the services provided, but is simply a process change to ensure staff use the cheapest travel option which is generally public transport but with the option of claiming a casual car allowance where it is more cost or time effective to use a car.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

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	<p>Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 677	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.9F : YOUTH OFFENDING TEAM SAVINGS 2017/18
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The Youth Offending Service (YOS) is a statutory service required for every local authority under the Crime and Disorder Act 1998. It is line managed within Family and Children’s Service Directorate. This review considers the proposals for a reduction in the staffing complement in order to identify savings.</p> <p>The Youth Offending service is required to provide savings alongside other departments in the local authority as central government funding reduces there is a need for all services to contribute towards the impending reductions of grants. The agreement is that the YOS would identify £25,000 savings There are 2 posts that will be considered to provide the savings; education, training and employment advisor and the shared project officer posts.</p> <p>The savings would be achieved by a reduction of 0.5FTE Education worker post within the team and one third of a project business officer post that formed part of the shared services within the YOS. The ETE post is currently occupied by an agency worker and the business officer has since left the authority and this post would be deleted.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Betty McDonald</p> <p>(ii) Position: Head of youth offending</p> <p>(iii) Unit: Family & Children’s Services</p> <p>(iii) Contact Details: 07794927743</p>
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
V1.0 – 16th September 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	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA					
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	None/ Minimal	Significant			
	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.			
If the answer is “significant” consider doing a full EIA					

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The numbers of young people coming into the criminal justice system has reduced and whilst education, training and employment are key protective factors that can steer young people from crime, the reduction of this post to 0.5FTE would still enable support to be provided as well as accessing a range of other ETE services within the local authority and the local community. There is also a transformation of YOS taking place that will further explore alternative ways of providing ETE support to this cohort.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

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?

<p>4.1</p>	<p>Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 686	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

When you should undertake an EIA:

- You are making changes that will affect front-line services
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- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

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An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.9G : DCT –Relocation of DCT staff to Frampton Street from Woodfield Rd.
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>As of the 1st April 2017, the Disabled Children Team [DCT] will relocate from their current premises at Woodfield Avenue W9 3XZ to a Council owned building at Frampton Street NW8 and therefore no longer have to pay rent to a third party. This avoids the Council having to reduce front line services to meet required efficiencies. There is space available within the council owned building which allows for co-location with a number of other locality and specialist disability services promoting effective transition between children services and into adult provision. The building is accessible to staff and visitors and offers increased access by public transport.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Names : Mandy Lawson (ii) Position: :Tri Borough Assistant Director SEN and Disabled Children (SEND) (iii) Unit: : Children`s Services (iii) Contact Details: Mandy.Lawson@rbkc.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
16 th September 2016
Version number and date of update
V1.0 – 15 th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal <input checked="" type="checkbox"/>		Significant <input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This initiative simply involves the relocation of staff from a rent paying location to a Council building in which no rent is payable and is therefore more cost effective. The move has no negative implications for staff or services. Furthermore there is potential for increased collaboration between adult and children services encouraging improved transition and information sharing.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	Whilst over 200 families access support from the team most meetings will take place in the community or home. The office will therefore be the location for non-direct work.
	Age	0-18 years
	Disability	All children with a profound and enduring disability and their families may seek support from the team.
	Gender	ALL
	Race	ALL
	Religion or belief	ALL
	Sexual orientation	ALL

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p>Access to the service is by assessment of need and is thus determined by individual family circumstances rather than membership of any group.</p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p>No</p>

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>The staff employed within the DCT have been consulted in relation to the efficiencies and the proposed re-location.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>No impact has been identified.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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<input type="checkbox"/>	100. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision
	<p>There will be no negative impact upon any groups. Current levels of direct service offer will be safeguarded, smooth transition between children services teams and into adult services promoted through closer working and DCT systems promoting personalisation e.g. management of direct payments will benefit from a more mature infrastructure.</p>

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 695	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



SIGNATURE:

FULL NAME:Mandy Lawson.....

UNIT:SEN & DISABLED CHILDREN ...

EMAIL & TELEPHONE EXT: mandy.lawson@rbkc.gov.uk...

DATE (DD/MM/YYYY): 15/09/2016...

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
8.15 – Virtual School Review
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
This saving is to be achieved by using alternate funding streams.
Details of the lead person completing the screening/EIA
<p>(i) Full Names Dave McNamara</p> <p>(ii) Position: Tri-Borough Director for Finance and Resources</p> <p>(iii) Unit: Childrens Services</p> <p>(iii) Contact Details: David.Mcnamara@lbhf.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
30 th September 2016
Version number and date of update
V1.0 – 27 th September 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This saving is to be achieved by using alternate funding streams and therefore has no impact on Staff or services.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 705	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
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City of Westminster

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Title
8.21 : Passenger Transport Mitigations
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>What is the project, policy or proposal?</p> <ul style="list-style-type: none"> • To implement an Improved offer of independent Travel Training • Implementation of clearer eligibility criteria within a revised Home to School Travel Policy, which will be strictly adhered to • To review eligibility for home to school travel assistance on a yearly basis <p>What is the purpose of the policy/project/activity/strategy?</p> <p>To reduce the level of funding that is spent on SEN Passenger Transport. Currently the budget is projecting a significant overspend. This overspend has been created by changes in legislation. Legislation now entitles young people with SEN, aged 16-25, statutory access to publicly funded transport to/from home to colleges and other higher education institutions.</p> <p>In what context will it operate?</p> <p>This will operate in the context of new legislation that has placed additional burdens on local authorities with regards to the support of children with special educational needs and disabilities, but with no additional funding in the High Needs Block to implement this.</p> <p>What results are intended?</p> <ul style="list-style-type: none"> • A focus on providing travel assistance to those with the most need • A stronger programme of support to enable more young people to take steps towards independence, better preparing them for their transition to adulthood. • The ability to reallocate funding to the delivery of high quality local provision, enabling young people to remain in their local communities <p>Why is it needed?</p> <p>This programme is needed as:</p> <ol style="list-style-type: none"> a) New legislation has placed additional financial burdens on local authorities with regards to supporting a wider age range of children and young people with special educational needs and disabilities. There is no new money in the system to fund this. b) There are children and young people who have been incorrectly allocated SEN Travel Assistance in the past and there is currently no mechanism to undo this. In many cases, the incorrect provision of Travel Assistance will disadvantage a young person in that it can limit

their potential for achieving independence as they approach adulthood.

Who is it intended to benefit and how?

Children and young people who have special educational needs and disabilities will benefit in the following ways:

- a) Those with the requisite skills will have access to a more robust offer of support to help them gain independent travel skills, which will enhance their transition to adulthood.
- b) Those young people with the most need will continue to have access to a transport to and from school.

Details of the lead person completing the screening/EIA

(i) Full Names **Ian Heggs**
 (ii) Position: **Director of Education / Assistant Director for SEN**
 (iii) Unit: **Children’s Services**
 (iii) Contact Details: ian.heggs@lbhf.gov.uk

Date sent to Equalities@westminster.gov.uk

16th September 2016

Version number and date of update

Version 1 – 16 December 2015
 Version 2 – 27th September 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	NO	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>The proposals only affect the 'age' and 'disabilities' areas, as they focus specifically on children and young people with special educational needs and disabilities.</p> <p>The plans are being implemented in such a way as to confer a positive, rather than negative impact, as follows:</p> <ul style="list-style-type: none"> • The continued provision of a high quality home-to-school travel assistance programme for those that need it. • A stronger programme of support to enable more young people to take steps towards independence, better preparing them for their transition to adulthood. • The ability to reallocate funding to the delivery of high quality local provision, enabling young people to remain in their local communities

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	

	Gender	
	Race	
	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	

SECTION 3: ASSESSING THE IMPACT

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

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

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	<p>Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>															
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																
<table border="1"> <thead> <tr> <th data-bbox="252 689 730 831">Column A – Issues or barriers, things to take into account</th> <th data-bbox="738 689 1501 831">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr> <td data-bbox="252 842 730 920"></td> <td data-bbox="738 842 1501 920"></td> </tr> <tr> <td data-bbox="252 931 730 1010"></td> <td data-bbox="738 931 1501 1010"></td> </tr> <tr> <td data-bbox="252 1021 730 1099"></td> <td data-bbox="738 1021 1501 1099"></td> </tr> <tr> <td data-bbox="252 1111 730 1189"></td> <td data-bbox="738 1111 1501 1189"></td> </tr> <tr> <td data-bbox="252 1200 730 1279"></td> <td data-bbox="738 1200 1501 1279"></td> </tr> <tr> <td data-bbox="252 1290 730 1368"><i>Enter additional rows if require</i></td> <td data-bbox="738 1290 1501 1368"></td> </tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).											<i>Enter additional rows if require</i>	
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<i>Enter additional rows if require</i>																
4.2	<p>Now that you have considered the potential or actual effect on equality, what action are you taking?</p>															
<table border="1"> <tbody> <tr> <td data-bbox="252 1597 355 1749"><input type="checkbox"/></td> <td data-bbox="363 1597 699 1749">105. No major change (no impacts identified)</td> <td data-bbox="707 1597 1501 1749">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td data-bbox="252 1760 355 1827"><input type="checkbox"/></td> <td data-bbox="363 1760 699 1827">106. Adjust the policy</td> <td data-bbox="707 1760 1501 1827">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td data-bbox="252 1839 355 1951"><input type="checkbox"/></td> <td data-bbox="363 1839 699 1951">107. Continue the policy (impacts identified)</td> <td data-bbox="707 1839 1501 1951">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td data-bbox="252 1962 355 2029"><input type="checkbox"/></td> <td data-bbox="363 1962 699 2029">108. Stop and remove the policy</td> <td data-bbox="707 1962 1501 2029">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	105. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	106. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	107. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	108. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.		
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<input type="checkbox"/>	108. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.														

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 715	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							

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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

Completing an 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
This EIA covers three closely related ASC Westminster Savings proposals; 3.1 Commissioning Transformation and Contract Efficiencies – including work with public health and children’s services.
Lead Officer
<ul style="list-style-type: none"> i. Full Name: Mike Boyle ii. Position: Interim Director, ASC Commissioning and Enterprise iii. Department: Adult Social Care iv. Contact Details: mike.boyle@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes 18 th October 2014 11 th November 2015
Version number and date of update
Version 3.0: 19 th September 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>Reduction of the cost of Adult social care services currently commissioned through external providers. The following dual approach is being taken Contract Efficiencies (continuation of work undertaken in 2015/16) and Transformational Re-Commissioning.</p> <p>This proposal has been developed substantially over 2015/16 following initial review and efficiency management work undertaken in 2015. This has concluded that the scope of further savings through efficiencies (i.e. negotiations on price and service levels and harmonising contracts) will not meet the full savings targets. A more transformational approach is also required. This will apply a progressive strategy that moves away from funding outputs or activities and focuses more on outcomes based commissioning, personalisation, joint commissioning and lead provider partnerships. Services will be designed around individual needs and care plans and involve a wider range of collaborative partnerships. The approach will be applied across key customer pathways e.g. the mental health recovery pathway and associated portfolios of contracts e.g. prevention services. A second level review to validate the scope for contract efficiencies across all Adult Social Care provider contracts and set out a programme for transformational re-commissioning is underway and is due for completion in mid February 2016. Following this a detailed</p>

	<p>procurement plan is now in place. The plan covers all categories of service; prevention, re-enablement, community and residential services.</p> <p>Savings in 2016-18 will be more focused on the transformational approach described. Work with Public Health and Children’s Services will be included in the next level analysis and planning process described.</p> <p>Efficiency work has involved:</p> <ul style="list-style-type: none"> i. Renegotiation of residential and nursing placements that have been let as ‘spot’ contracts (i.e. purchased on a per customer basis) ii. Renegotiation and contract variation on existing framework and block contracts iii. Re-procurement of services on a tri-borough basis. This will include: <ul style="list-style-type: none"> • Benchmarking against the market to ensure contracts represent the best value for money and are competitively priced, • Renegotiation of contract terms and re-procurement of services where necessary to secure the best value, • Reduction in the number of contracts to ensure these can be effectively managed within available contract management resources, • Harmonisation of contract management processes and systems to deliver staffing efficiencies i.e. savings achieved by taking a more consistent and proportionate approach.
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1.2 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?

Efficiency work: disproportionate impact is not expected as there is a commitment to maintaining or improving service levels. Any negotiations on price or service level that are related to the provision of culturally specific services will be negotiated with a commitment to maintaining aspects that meet specific cultural needs.

Transformation work: Position is not clear; each transformational re-commission will required its own detailed EIA and the programme will not be established until Q4 of 2015/16. The focus will be on continuation of services that deliver priority outcomes.

	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	part of a process of gender reassignment				
	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<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"/>
		This relates to the current scope of what is being delivered i.e. efficiencies.	
<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 No X see approach below

1.5	How have you come to this decision?
	<p>There is no value in undertaking an overarching EIA for this proposal at this stage. This is because;</p> <p>The renegotiation of existing contracts is not expected to directly impact services or specific customer groups. Following work undertaken in the last year continuing savings are planned to be delivered through negotiated savings on block contracts agreed through CoCo board and targeted work to review business models and care package costs with spot contract placement providers where value and costs are high, particularly in the area of LD. The focus of this work therefore is improving value for money and promoting independence (wherever possible) respectively. An EIA may be required for any major major re-commissioning projected that is added to the above noted detailed procurement plan . If major changes to services and contracts are required there will be close consultation and involvement with customers.</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.

Sections 2 - 5 will be completed on a case-by-case basis, as individual contracts are reviewed and re-commissioning projects are planned. The following sections have not been completed.

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?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

2.2	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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	to pregnancy/maternity)				
	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 <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?</p> <p>ii. How did you consult? (<i>inc meeting dates, activity undertaken & groups consulted</i>)</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>
	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	

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: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	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)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3	Please document the reasons for your decision	

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

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>	

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
1	Review EIAs required following the development and agreement of a detailed procurement plan.	All	Avoid or limit adverse impact and ensure diversity of needs are understood and met.	In place	Helen Worwood – Interim AD ASC Commissioning	Completed	Green
2	Continue to monitor the scope of the procurement plan, paying particular attention to any major re or decommissioning projects that will be added to it that will require an EIA.	-	-	In Place	Mike Boyle, Interim Head of Commissioning	Ongoing	Green

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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]
1	Scale of savings required means that cuts to services may be required.	Critical	Focus on all opportunities to assure continuity of services to deliver priority outcomes	12	
2	Value of culturally specific services may not be aligned to additional costs.	Critical	Clear negotiation, robust consultation and negotiation to assure continuity of vital services at the right price.	9	

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



Signature:

Full Name: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce @lbhf.gov.uk

Date of Completion: 14th December 2016

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.

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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	
This EIA covers three closely related ASC Westminster Savings proposals;	
3.3ii Commissioned well-being and prevention services – including Assitive Technology including the Community Alarm Service.	
Lead Officer	
v.	Full Name: Mike Boyle
vi.	Position: Interim Director, ASC Commissioning and Enterprise
vii.	Department: Adult Social Care
viii.	Contact Details: mike.boyle@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.	
Yes	
18 th October 2014	
11 th November 2015	
Version number and date of update	
Version 3.0: 19 th September 2016	

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	<p>enablement, community and residential services.</p> <p>Savings in 2016-18 will be more focused on the transformational approach described. Work with Public Health and Children’s Services will be included in the next level analysis and planning process described.</p> <p>Efficiency work has involved:</p> <ul style="list-style-type: none"> iv. Renegotiation of residential and nursing placements that have been let as ‘spot’ contracts (i.e. purchased on a per customer basis) v. Renegotiation and contract variation on existing framework and block contracts vi. Re-procurement of services on a tri-borough basis. This will include: <ul style="list-style-type: none"> • Benchmarking against the market to ensure contracts represent the best value for money and are competitively priced, • Renegotiation of contract terms and re-procurement of services where necessary to secure the best value, • Reduction in the number of contracts to ensure these can be effectively managed within available contract management resources, • Harmonisation of contract management processes and systems to deliver staffing efficiencies i.e. savings achieved by taking a more consistent and proportionate approach.
--	--

1.2 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?

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	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Social Services and Public Health Care

	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<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? <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.	None / Minimal	Significant
	x	<input type="checkbox"/>
	This relates to the current scope of what is being delivered i.e. efficiencies.	

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 No X see approach below
--	---------------------------------------

1.5	How have you come to this decision?
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	<p>There is no value in undertaking an overarching EIA for this proposal at this stage. This is because;</p> <p>The renegotiation of existing contracts is not expected to directly impact services or specific customer groups. Following work undertaken in the last year continuing savings are planned to be delivered through negotiated savings on block contracts agreed through CoCo board and targeted work to review business models and care package costs with spot contract placement providers where value and costs are high, particularly in the area of LD. The focus of this work therefore is improving value for money and promoting independence (wherever possible) respectively. An EIA may be required for any major major re-commissioning projected that is added to the above noted detailed procurement plan . If major changes to services and contracts are required there will be close consultation and involvement with customers.</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.

Sections 2 - 5 will be completed on a case-by-case basis, as individual contracts are reviewed and re-commissioning projects are planned. The following sections have not been completed.

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?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

2.2	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 <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>iii. Who have you consulted with?</p> <p>iv. How did you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></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>
	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	
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SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <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: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	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)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3	Please document the reasons for your decision	
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4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
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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>	
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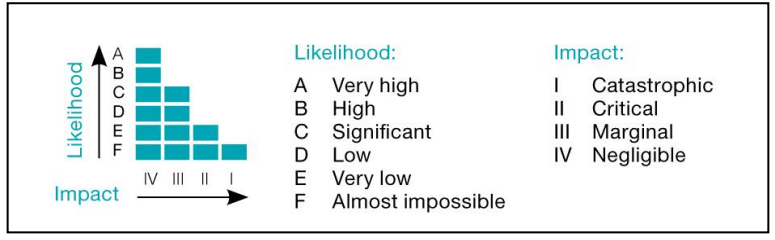
SECTION 5: Next Steps

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
1	Review EIAs required following the development and agreement of a detailed procurement plan.	All	Avoid or limit adverse impact and ensure diversity of needs are understood and met.	In place	Helen Worwood – Interim AD ASC Commissioning	Completed	Green
2	Continue to monitor the scope of the procurement plan, paying particular attention to any major re or decommissioning projects that will be added to it that will require an EIA.	-	-	In Place	Mike Boyle, Interim Head of Commissioning	Ongoing	Green

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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]
1	Scale of savings required means that cuts to services may be required.	Critical	Focus on all opportunities to assure continuity of services to deliver priority outcomes	12	
2	Value of culturally specific services may not be aligned to additional costs.	Critical	Clear negotiation, robust consultation and negotiation to assure continuity of vital services at the right price.	9	

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



Signature:

Full Name: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce @lbhf.gov.uk

Date of Completion: 14th December 2016

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 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
3.5 -Adult Social Care- High Cost High Need Placements
Adult Social Care Westminster Savings Proposals – High Cost, High Needs Packages Review (Ref 3.5)
<ul style="list-style-type: none"> i. Full Name: Stella Baillie ii. Position: iii. Department: Adult Social Care iv. Contact Details: Stella.Baillie2@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
<p>Yes</p> <p>18th October 2014</p> <p>15th November 2015</p>
Version number and date of update
<p>Version 3.0:</p> <p>19th September 2016</p>

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

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

1.1	What are you analysing?
	<p>This proposal is focused on the continued systematic review of all high cost/high needs homecare packages that have a net cost of £500/week or greater (i.e. more than 30 hours of care and support per week and/ or those that include the use of two care workers for ‘double up’ care (where two carers are required to meet needs). The key focus of this ongoing work will be focused on improving review processes</p> <ul style="list-style-type: none"> • The current review process is typically carried out on an annual basis, and is not able to quickly identify changes in the customers needs that could lead to a reduction in the level of support required • The current review process does not consistently consider whether the persons support plan goals could be achieved at lower cost through the greater use of assistive technology, use of equipment and adaptations e.g. a sit down shower or a more personalised care package provided through a direct payment (i.e. where the customer is given control of their own personal budget). <p>Savings will be delivered through the implementation of a more targeted review process and enhancements to current care practice. There will be no detrimental impact on the continuity of services in line with national (Care Act 2014) eligibility criteria and associated</p>

	focus on enabling customers to maximie their independence and functionality. However, the management of transitional changes and associated customer satisfaction, understanding and adjustment requires careful handling.				
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"/>	X <input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes (as home care services charges and services are subject to financial assessment and ability to pay)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<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"/>
<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>			

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 type="checkbox"/> No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	This proposal relates to High Cost High Needs home care packages which are largely provided to older people and adults with physical disabilities. There will be no detrimental impact on the continuity of services in line with national (Care Act 2014) eligibility criteria and associated focus on promoting independence. However, the management of transitional changes and associated customer satisfaction, understanding and adjustment requires careful handling. As such if the change and associated risks continue to be managed well there will be no detrimental impact.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

Sections 2 - 5 will be completed following the design phase of this project

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?	Up to 200 customers receive intensive home care packages at any one time which is less than 1% of the population.
	Disabled people	People with physical disabilities and additional learning disabilities are a key group impacted. Care is taken to manage transitions and focus on the overarching aim of better promoting independence. Transitions are managed through a joint pathway with Children's services with preparatory work starting at 14 and fully involving the young person and their family.
	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	Older people with severely compromised physical functionality are a key group impacted. Care is taken to manage change and focus on the overarching aim of better promoting independence. Any changes to care packages, risks and intended outcomes will be carefully monitored to ensure success.
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

2.2	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 checked="" 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 checked="" 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>
	v. Who have you consulted with?

	<p>Consultation will be through business as usual case management and annual reviews i.e. affected customers and their families/carers where involved. Further the annual ASC customer survey which is based on a national data set assesses key satisfaction measures.</p> <p>vi. How did you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></p>
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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>	
	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	Adverse impact on satisfaction, anxiety and/or decline in mental health if changes are not managed carefully.
	Particular ethnic groups	There may be variations in resistance which could lead to inconsistencies in application of the policy.
	People on low incomes	
	People in particular age groups	Adverse impact on satisfaction, anxiety and/or decline in mental health if changes are not managed carefully.
	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>	
	Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]	Careful management of the change process including negotiation with the customer. There are clear and exacting standards for assessment and review work including the need for customers to understand and

		agree their support plans.
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	Consistent approach applied.
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	Monitor through follow up shortly after changes take place and annual review.
	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)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
	Potential for detrimental impacts has been catered for in the policy and approach to implementation.	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Follow up monitoring shortly after changes and annual review process.	
4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	
	Through the careful management approach being taken, particularly where changes to care plans are identified adverse impact should be mitigated. Changes are not about reducing services but maximising independence and assuring a consistent and equitable approach is taken across all customers.	

SECTION 5: Next Steps

5.1	<p>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></p> <p><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
1 Page 744	Undertake impact and satisfaction analysis of customers who have experienced change as a result of this policy through annual user satisfaction survey.	Older People Disabilities Ethnicity	Assurance	In Place	Busines Analysis Team	31 st July 2016 and annually.	

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]
1	Reviews and management of changes are not delivered to the required quality.	Detrimental impact.	Quality assurance system for delivering assessments and reviews including customer and management sign off and supervision.	Very low: Critical	

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



Signature:

Full Name: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce @lbhf.gov.uk

Date of Completion: 14th December 2016

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 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
3.6 Adult Social Care Westminster Savings Proposals Better Care Fund – Health Integration Benefit Share)
Lead Officer
<ul style="list-style-type: none"> ix. Full Name: Liz Bruce x. Position: Executive Director xi. Department: Adult Social Care xii. Contact Details: Liz.Bruce@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
<p>Yes</p> <p>13th October 2014 11 November 2015</p>
Version number and date of update
29 th September 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>The Better Care Fund Programme is driving the closer integration of health and social care services and associated investment. The main focus of the programme in terms of savings is increased investment in Community Independence Service (CIS) providing better reablement and recovery to support hospital discharge and to avoid hospital admissions.</p> <p>The CIS will deliver more rapid and responsive out of hospital care for people with acute needs which will be provided by health and social care teams working together in a co-ordinated way. The CIS initiative is a critical piece of whole system change which will enable and support the shift of activity from expensive acute settings into the community, bringing better organised care and services as close as possible to people’s homes. The service is largely focused on the needs of adults, including older people with physical needs, although mental health needs, including those that are associated with life changing events, also need to be catered for.</p> <p>As the focus of the programme is on improving services and outcomes it does not have the potential to disproportionately impact on any key group. There is however an need to monitor access to CIS services and delivery of outcomes across key equalities groups particularly ethnicity and patterns of need associated with isolation and depression which can have an impact on outcomes.</p>

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	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<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"/>
<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	X No <input type="checkbox"/>

1.5	How have you come to this decision?
	<p>There is no plan to negatively impact any group, however as operational changes are extensive and there is increased investment on CIS, an EIA as part of the monitoring and evaluation work being undertaken will provide an opportunity to review and ensure that the benefits of these changes in terms of access and outcomes are considered. This work has been delayed as a new jointly commissioned provider of health CIS services was appointed in July 16 and it must be delivered in partnership.</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.

Sections 2 - 5 will be completed as part of the evaluation of the CIS service which is taking place in Q3 and Q4 of 2016/17.

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?	5,234 residents are expected to receive one or more rapid response, in-reach, rehabilitation or reablement service in 2015/16. This is 2.3% of the population. These services are delivered on the basis of an assessment of needs.
	Disabled people	<p>The service is focused on people with physical needs – either temporary or long term. The proposal is aiming to improve services and outcomes. The service also needs to respond to the needs of residents with mental health needs – both ongoing aspects particularly Alzheimer's, and needs associated with trauma and loss. A holistic approach to assessing needs is taken in order to achieve this, where necessary undertaking a multi-disciplinary assessment.</p> <p>Residents may express a need to have services provided by a carer or therapist of a particular agenda which would need to be catered for.</p>
	Particular ethnic groups	The service is provided on a population wide basis. It will need to take into account and cater for patterns of need and health inequalities that are fully described in the local Joint Strategic Needs Assessment. This does not impact on the approach taken to individual case management however.
	Men or women (include impacts due to pregnancy/maternity)	See above.
	People of particular sexual orientations	See above
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	See above
	People on low incomes	See above

	People in particular age groups	See above
	Groups with particular faiths and beliefs	See above
	Any other groups who may be affected by the proposal?	

2.2 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"/>
	Particular ethnic groups	<input checked="" 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"/>
	People of particular sexual orientations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" 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"/>	<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>vii. Who have you consulted with?</p> <p>A evaluation of the CIS service has been conducted; this focused most closely on delivery of intended health and financial outcomes and the patient experience. Further work is required to consider experience and outcomes against key groups. However it is important to understand that access to services are determined by a clinical assessment of need which is applied to a clear set of criteria.</p> <p>viii. How did you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></p>

	<p>The evaluation work undertaken to date comprised;</p> <p>Existing or currently commissioned work</p> <ul style="list-style-type: none"> • ASC Reablement review • Deloitte Report • Capita Patient Experience Report • HFCCG CIS evaluation report • Lead Provider staffing and investment documentation • Lead Provider Oversight Group (LPOG) minutes • Monthly Joint Provider Reports • Nationally mandated surveys <p>Additional data collection</p> <ul style="list-style-type: none"> • GP interviews • CIS and Lead Provider staff surveys • Interviews with key Lead Providers • Interviews with key joint-commissioners • Performance of CIS case file audits for the three boroughs <p>Further consultation and evaluation, including work to assess the experience and potential impacts that need to be managed, will be considered following completion of this phase of the evaluation.</p>
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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>	
	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	Patients with mental health needs may require an adjusted approach to the reablement and recovery support that they receive including particular techniques to explain and reinforce what is required to support good outcomes.
	Particular ethnic groups	
	People on low incomes	Poor housing and/or poverty including fuel poverty may limit delivery of good outcomes.
	People in particular age groups	
	Groups with particular faiths and beliefs	

	Other excluded individuals and groups	
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SECTION 4: Reducing & Mitigating Impact

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <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: [Potential adverse impact on achieving reablement and recovery outcomes associated with mental health]	
	Impact 2: [Potential adverse impact on achieving reablement and recovery outcomes associated with homelessness, poor housing and/or poverty] I	
	Impact 3: [Insert impact here]	
	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)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input checked="" type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3	Please document the reasons for your decision	
	The current policy caters for identified needs and is committed to further consultation and evaluation.	

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

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>	

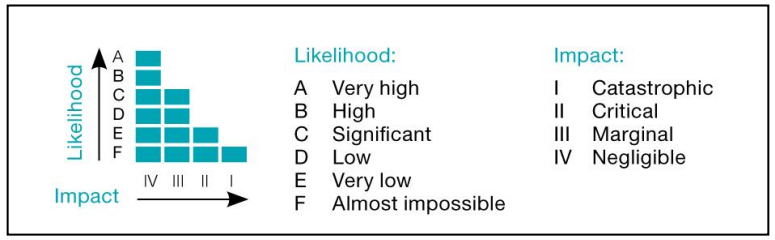
SECTION 5: Next Steps

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
1	Complete current evaluation.	All	Obtain broad understanding of CIS model established in April 15	Secured	Davey Thomason Associate Director – Community Services Programme Team NHS Central London Clinical Commissioning Group	31/01/2016 - completed	Green
2	Agree equalities monitoring and evaluation approach to be taken going forward.	All - particularly those relating to Mental Health and Housing as barrier to effective reablement.	Development of EIA	Secured	Senel Arkut, Interim Head of Service – TriBorough	30/09/2016 – delayed due to Joint CIS Commission	Amber
3	Refresh EIA	All	Development of EIA	Secured	Martin Calleja, Head of Transformation	01/04/2017	Green

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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]
	Health buy in and support	Critical	Put on the agenda and focus on the business case (better outcomes and associated savings)	8	-
	Completion of equalities information across two systems	Critical	Promote compliance	8	-
	Patient voice including equalities aspects is not sufficiently promoted	Critical	Continue to develop evaluation working with key partners including Health Watch	8	-

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



Signature:

Full Name: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce @lbhf.gov.uk

Date of Completion: 26th September 2016

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 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
Adult Social Care Westminster Savings Proposals; 3.8 Public Health Funding of ASC Services (use of public health funding to voluntary and community services that tackle social isolation)
xiii. Full Name: Liz Bruce xiv. Position: Executive Director, Adult Social Care xv. Department: Adult Social Care xvi. Contact Details: liz.bruce@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
12 th November 2015
Version number and date of update
20 th November 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?				
	Utilise Public Health Funding to support continuity and development of voluntary sector and community services that address social isolation.				
1.2	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Social Services and Public Health Care

	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

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

1.3 What do you think that the overall NEGATIVE impact on groups and communities will be? 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.	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?
	No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	This is a funding transfer saving to the ASC budget that supports continuity of existing services. Social isolation is a major risk to physical and mental health and well being and loss of independence.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

Sections 2 - 5 will be completed following the design phase of this project

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?	
	Disabled people	
	Particular ethnic groups	

	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

2.2 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 <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	ix.	Who have you consulted with?
	x.	How did you consult? (<i>inc meeting dates, activity undertaken & groups consulted</i>)
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>	
	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	

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: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers]	

	refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	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	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
	Potential for detrimental impacts has been catered for in the policy and approach to implementation.	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Follow up monitoring shortly after changes and annual review process.	
4.5	Conclusion	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

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
						31/03/16	

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: Liz Bruce, Tri-Borough Executive Director of Adult Social Care

Unit: ASC Transformation

Email & Telephone Ext: Liz.Bruce@lbhf.gov.uk

Date of Completion: 20/08/16

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 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
Adult Social Care Westminster Savings Proposals – 3.12 Mental Health Placements (Residential) – up to 17/18
Lead Officer
xvii. Full Name: Stella Baillie xviii. Position: Tri-Borough Director of Provided Services xix. Department: Adult Social Care xx. Contact Details: Stella.Baillie2@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes 18 th October 2014 and 15 th November 2015
Version number and date of update
Version 3.0: 29 th September 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?
	Continued work to review of people with substantial and severe and enduring mental illness (SEMI) in higher cost supported housing and spot purchased (on a per customer basis) high cost residential placements, to identify scope for alternative packages of care. This work focuses on two associated key transition management pathways: <ul style="list-style-type: none"> • transition from higher cost supported housing services to more independent and lower cost services carefully managing throughput and provision across a care and support pathway that requires the level to be stepped up or down. • use of supported living provision and community support packages (this is support provided within designated housing or across tenures respectively) to enable more people to be transitioned into independent accommodation and in-Borough placements.
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"/>	
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<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"/>
<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>			

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 No X

1.5 How have you come to this decision?

Changes to care packages will be based on the outcome of a care plan review and will be mutually agreed with the customer and reflect their eligible needs. The focus is therefore on identifying the best solution to meeting eligible needs as opposed to any change to eligibility which must meet the national standard set out in the Care Act 2014. Whilst a consideration of impact will be undertaken through the annual review process (a facilitated annual stock take of how well outcomes are being delivered) to obtain a picture of actual impact the focus of this change is on delivering more appropriate services.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

Sections 2 - 5 will be completed following the design phase of this project

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?	The service supports approx 1100 service users in community and residential settings at any one time which is 0.48% of the population.
	Disabled people	<p>The services are targeting people with substantial and severe MH illness many of whom have long term and enduring needs. Independent living solutions will be determined through an assessment of needs and preferences and for most service users is the best solution for meeting needs and promoting independence.</p> <p>The focus of this saving is on moving people to the most appropriate service setting and independent living as part of a planned pathway. This is the preference of most customers and is consistent with our 'Like Minded' Strategy for Mental Health and Well Being across North West London</p>
	Particular ethnic groups	<p>In Westminster there are population characteristics which mean that the number of people with mental health disorders and specifically serious mental health problems is much greater than in other parts of the country. These characteristics include:</p> <p><input type="checkbox"/> <i>Deprivation</i> –evidence suggests that people from lower social classes are at an increased risk of schizophrenia. Furthermore, they are also at a greater risk of delayed recovery, which can result in a poorer responses to treatment. Neurotic disorders have similarly been linked with social class.</p> <p>As a whole Westminster is ranked as the 69th most deprived borough (out of 354) in the country. Westminster has areas experiencing considerable deprivation, which are ranked within the most deprived 10% in the country. These are located in the north west and south of the borough;</p> <p><input type="checkbox"/> <i>Age structure and gender</i> – the first presentation of serious mental</p>
	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	

<p>Any other groups who may be affected by the proposal?</p>	<p>illness is usually before the age of 45, and the average age of the first episode of major depression is often in the mid 20s (in about half there is no recurrence). Westminster has a proportionally larger population in this younger age group than elsewhere in the country and, therefore, there are likely to be a greater number of people who have depression or experience psychosis in Westminster than elsewhere in the country;</p> <p><input type="checkbox"/> <i>Ethnic mix</i> – rates of psychotic disorder differ by ethnic group. The prevalence has been found to be highest in Black Caribbean and Black African populations. The reasons for this are thought to be a complex interaction of social and environmental factors and issues around accessing the right care in a timely manner. Overall in Westminster there is a larger, more diverse BME population than elsewhere in the country;</p> <p><input type="checkbox"/> <i>Unemployment</i> – unemployment can have an adverse effect on mental health and mental health issues can also prevent people accessing employment. There is a clear relationship between unemployment and common mental health disorders. Westminster has a higher than average rate of unemployment;</p> <p><input type="checkbox"/> <i>Housing and Homelessness</i> - mental illness is associated with overcrowding and homelessness. This is thought to be an independent factor of deprivation, although linked. In Westminster 30% of housing is overcrowded, which is the third highest in the country. Additionally, Westminster has the largest rough sleeping population in the country. Among other statistics it is estimated that there is approximately twice the rate of neurotic disorders amongst rough sleeper than the general population;</p> <p><input type="checkbox"/> <i>Substance Misuse</i> – substance misuse is associated with mental illness, particularly personality disorder. The rate of people accessing treatment services for substance misuse in Westminster is above the national and London averages. Consequently greater levels of mental illness are expected. It is also estimated that 67.6% of the drug treatment population and 80.6% alcohol treatment population have depression and/or anxiety disorder. There have been various models produced to provide comparative indices of need for mental health services. These indices all suggest that Westminster has greater levels of mental health disorders (both severe and common) than other areas and consequently a greater need for services.</p> <p>source 2010 Joint Service Needs Assessment: http://www.jsna.info/sites/default/files/JSNA%20Westminster%202010%20Mental%20Health.pdf</p>
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2.2 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think this proposal may affect negatively or positively?	<input checked="" 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>xi. Who have you consulted with? Consultation takes place through business as usual care management work.</p> <p>xii. How did you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></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>	
Generic impact (across all groups)	There could be an adverse response and/or motivation to the identified change of service by

		some customers initially. This would require careful management through their full involvement in the care management process and a focus on the positive aspects of what is being proposed and how it promotes independence and security.
	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	Prospective changes to services will need to consider the meeting of culturally specific needs – this is core business for adult social care.
	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>	
	Impact 1: [Varying appetite, motivation and/or security with the recommended changes]	Reviewing services and making changes so that they are more appropriate to needs is a core business as usual function for care managers. Social workers and health professionals work closely with service users and where appropriate their carers and families through all key changes.
	Impact 2: [Proposed change or move from a service that is providing services to meet culturally specific needs]	Carefully managed change in order to assure continuing of service to meet needs and preferences including culturally specific needs. This will be done through the assessment and support planning process that underpins all mental health work.

4.2 Now that you have considered the potential or actual effect on equality, what

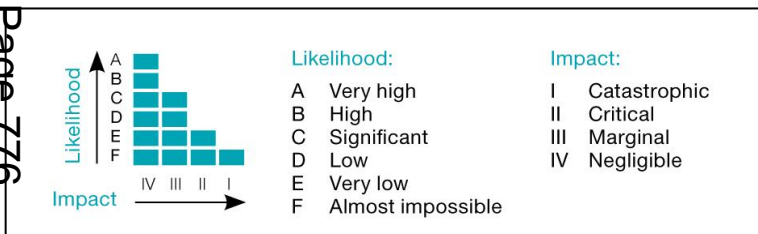
action are you taking?	
No major change (no impacts identified)	<input checked="" type="checkbox"/>
Adjust the policy	<input type="checkbox"/>
Continue the policy (impacts identified)	<input type="checkbox"/>
Stop and remove the policy	<input type="checkbox"/>
4.3	Please document the reasons for your decision
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
	Business as usual review and case management.
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>This saving is driven by the services aim to provide the most appropriate service to meet needs, promoting independence and successful recovery wherever possible.</p> <p>Changes will be implemented with care and impact on changes to placements and support packages will be monitored, paying particular attention to specific cultural needs.</p>

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
1 Page 775	Continuing work to consider impact and satisfaction analysis of customers who have experienced change as a result of this policy. This will be undertaken based on annual satisfaction survey work.	Disabilities Ethnicity	Assurance	In Place	Busines Analysis – July Annually	Annually in July	

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]
1	Potential pattern of inequality regarding satisfaction with changes.	Marginal Appeals/deterioration in health and well being – small scale.	Careful management on a case by case basis and impact monitoring through the review process.	6	

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



Signature:

Full Name: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce@lbhf.gov.uk

Date of Completion: 14th December 2016

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 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
3.14 - Adult Social Care - Line by Line LD Supplies Services
Adult Social Care Westminster Savings Proposals; Line by line review of all supplies and services including placements (LD) & line by line review of all supplies and services/contracts (all other service areas) – ref 3.14
xxi. Full Name: Stella Baillie xxii. Position: Tri-borough Director of Integrated Services xxiii. Department: Adult Social Care xxiv. Contact Details: Stella.Baillie2@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
15th November 2015
Version number and date of update
26th September 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?				
	Tactical review and reduction to budgets covering all supplies and services as follows; LD - £600k reduction between 2016 – 18 (1.9% reduction on 15/16) Other areas- £200k reduction 2017-18 (0.7% reduction on 16/17) All planned budgets for supplies and services including recruitment, agency staff and commissioned care and support services will be reduced by this amount and the service will need to deliver the service within this limit. Flexibility may be applied to reduce impact on front line care and support services by extending reductions in other areas.				
1.2	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Social Services and Public Health Care

	part of a process of gender reassignment				
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

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

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.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	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?
	No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	The levels of reduction as detailed above are small and there will be no impact on the continuity of the core front line services. The focus is on continuing to deliver services within a slightly reduced cash envelope.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

Sections 2 - 5 will be completed following the design phase of this project

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?
	Disabled people
	Particular ethnic groups
	Men or women (include impacts due to pregnancy/maternity)
	People of particular sexual orientations
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment
	People on low incomes
	People in particular age groups
	Groups with particular faiths and beliefs
	Any other groups who may be affected by the proposal?

2.2 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	undergo, are undergoing or have undergone a process or part of a process of gender reassignment				
	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 <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>xiii. Who have you consulted with?</p> <p>xiv. How did you consult? (inc meeting dates, activity undertaken & groups consulted)</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>
	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

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: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	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	<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	

	<p>Potential for detrimental impacts has been catered for in the policy and approach to implementation.</p>
<p>4.4</p>	<p>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</p>
	<p>Follow up monitoring shortly after changes and annual review process.</p>
<p>4.5</p>	<p>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>

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]

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



Signature:

.....

Full Name: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce@lbhf.gov.uk

Date of Completion: 14th December 2016

WHAT NEXT?

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



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
3.232i Re-procurement of Sexual and Reproductive Health Services
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Investment in adult community sexual health services has been inconsistent and based on historical agreements. The redesign and re-commissioning of services will provide the sustainability needed to achieve the local authority’s ambition of reducing the cost of acute Genito-Urinary Medicine (GUM) services, improving outcomes for residents and to commission a model that is based on local need. It is intended to deliver improvements in quality and move the balance of care away from the GUM services to more accessible and responsive community based services for the residents of Hammersmith and Fulham.</p> <p>Reshaping the provision of adult community and reproductive sexual health service is a priority for the three Local Authorities to ensure that services meet the needs of our residents and we achieve the Public Health Outcomes by:</p> <ul style="list-style-type: none"> • reducing inequalities and improving sexual health outcomes • building an open and transparent model where everyone is able to make informed and responsible choices about relationships and sex • providing accessible services in a way that meets the need of the local population and those at highest risk
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Helen Byrne</p> <p>(ii) Position: Senior Commissioning Manager</p> <p>(iii) Unit: Public Health Substance Misuse and Sexual Health Commissioning Team</p> <p>(iii) Contact Details: Email: hbyrne@westminster.gov.uk Telephone No: 020 7641 1240</p>
Date sent to Equalities@westminster.gov.uk
08/09/2016
Version number and date of update
Version 2 08/09/2016



Microsoft Word 97 -
2003 Document

Version 1 20/11/2015

Please note a full EIA has been completed as part by the London Sexual Health Transformation Programme Board and will be revisited and updated as part of the new proposals for service provision.

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	X			
Particular ethnic groups		X		
Men or women (include impacts due to pregnancy/ maternity)		X		
People or particular sexual orientation/s	X			
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X			
People on low incomes	X			
People in particular age groups		X		
Groups with particular faiths and beliefs	X			
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	X			
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
✓		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	No
1.4	How have you come to this decision?
	Outcomes are neutral (“None” in the above table) or Positive. The proposed new model will focus on services delivering from within the three boroughs and therefore can be more accessible and responsive to local residents and identified needs.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	It is not possible to identify activity made by unique individuals due to the confidential and open access nature of these services. A new contract monitoring system was introduced in 2015-16, coupled with streamlining our service offer, will enhance our ability to capture this information in 2017-18.
	Age	The proposed remodelling of services will continue to offer open access and ensure that the services for young people and older people are consistent.
	Disability	The proposed remodelling of services will continue to offer open access and ensure that the services are accessible to all, therefore there should be no impact on changes.
	Gender	The proposed remodelling of services will continue to offer open access and ensure that the services are accessible. The new model will ensure female residents have access to all methods of contraception.
	Race	The proposed re modelling and service design should not impact on the changes. By re-aligning the services with the need of our residents will ensure those are not impacted

	Religion or belief	The proposed re modelling and service design should not impact on the changes. By re-aligning the services with the need of our residents will ensure those are not impacted
	Sexual orientation	The best practice identified by service users within our current model have fed into the new service offer to ensure our services remain accessible. The proposed re modelling and service design should not impact on the changes.
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
	<p>Gay men, sex workers and young people are disproportionately impacted by poor sexual health and therefore, from targeted and tailored initiatives, tend to be overrepresented within services.</p>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<p>Lesbian and bisexual women and some BME populations are underrepresented within the current service model.</p>	

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>Stakeholder and service user events have been held to build upon the model and the re-design of services. Service users and stakeholder questionnaires are in the process of being developed for further consultation</p> <ul style="list-style-type: none"> • Supplier engagement event • Stakeholder engagement event • Current provider engagement • Service User Questionnaire • Service User focus groups.
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>The new service model will improve access, we would therefore anticipate the remodelling to have a positive impact and ensure our services are aligned with local need.</p> <p>The providers will ensure that services are accessible to all residents requiring them and engage with different community groups to develop inclusive policies and local practices which consider the different needs of the resident population.</p> <p>The socio-demographics of those accessing the service will be monitored quarterly to ensure our ambitions for the new model are realised.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).

The procurement has identified risks around staffing and estates. There will be a financial impact on other boroughs, outside H&F, RBKC and WCC, as cross charging will be introduced within community contracts. This will require each Local Authority to pay for activity related to their residents on a pricing structure aligned with London wide GUM provision. This has been communicated to other local authorities via the London Transformation Board.

No issues or barriers have been identified around equality as the revised model will enhance the current offer through a more flexible and responsive service.

Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
Not applicable	Not applicable
<i>Enter additional rows if require</i>	

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

<input checked="" type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3	Please document the reasons for your decision
	The proposed new model will focus on services delivering from within our local areas and therefore can be more accessible and responsive to local residents and identified needs.

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
Page 797	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
	<i>Enter additional rows if required</i>						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
3.23ii Re-commissioning of Substance Misuse and Alcohol Specific Interventions
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The treatment system is not sustainable in its current form. Redesign must take place in order to meet the needs of all drug and alcohol users and to innovate the treatment system. Drug using trends are changing and this group has been a population that the current service model has failed to engage.</p> <p>To ensure improved outcomes for service users, streamline systems and make efficiencies to bring added value to Hammersmith and Fulham (H&F), Royal Borough Kensington and Chelsea (RBKC) and Westminster City Council (WCC) tenders have been sought for two services:</p> <ul style="list-style-type: none"> • Substance Misuse Treatment Service • Alcohol Specific Treatment Interventions Service <p>The main aims of the re-procurement are to reduce the harms caused by drug and alcohol use and support the successful completion of treatment by being more responsive to changing drug trends. The new service will:</p> <ul style="list-style-type: none"> • manage a wide range of substances • increase satellite and outreach working • increase home treatment • engage more service users earlier • increase numbers accessing alcohol treatment • increase the focus on employability • reduce hospital admissions.
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Katherine Reid</p> <p>(ii) Position: Senior Commissioner</p> <p>(iii) Unit: Public Health Commissioning Team</p> <p>(iii) Contact Details: Email: kreid@westminster.gov.uk Telephone No: 020 7641 4666</p>
Date sent to Equalities@westminster.gov.uk
09/09/2016
Version number and date of update

Version 2: 08/09/2016

Version 1: 07/08/2015



Microsoft Word 97 -
2003 Document

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people		X		
Particular ethnic groups		X		
Men or women (include impacts due to pregnancy/ maternity)		X		
People or particular sexual orientation/s		X		
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment		X		
People on low incomes		X		
People in particular age groups		X		
Groups with particular faiths and beliefs		X		
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	X			
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
X				
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	No
1.4	How have you come to this decision?
	<p>The remodelling of this provision will enhance the current service offer and enhance the reach these services have through :</p> <ul style="list-style-type: none"> • managing a wide range of substances • increase satellite and outreach working • increase home treatment • engage more service users earlier • increase numbers accessing alcohol treatment

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	1,649 Westminster residents in 2015-16
	Age	<p>The services will work with over 18 year olds only.</p> <p>Common age of service users is 30-40. Many of this cohort have been in treatment for long periods of time. Re-commissioning services will renew focus on the recovery agenda with the development of recovery centres. Service users engaging early on in using career can make positive changes without the debilitating long term effects of addiction such as Blood Borne Viruses, criminal records, debt, housing issues. Focus on engaging older drinkers shown to be massively cost effective by avoiding long term care and health interventions.</p>

<p>Disability</p>	<p>Redesigning services provides opportunity to strive for disabled friendly premises and will enable disabled friendly refurbishment. Inclusion of ramps, wide door frames, info in brail, U-loop, Lifts or wheelchair friendly design.</p> <p>Difficulty surrounding finding suitable buildings may mean complete disabled access is not possible. Services are able to address this through in reach to community services that have better accessibility in line with the project principles. However every effort will be made to commission disabled friendly buildings if new buildings are leased. Many existing premises will still be part of the treatment system. These have differing levels of disability access.</p>
<p>Gender</p>	<p>Services are commissioned with specific focus on engaging women through initiatives such as women only drop ins, women groups, access to other services that on consultation with female service users, address their needs. Service user groups which will continue in the new services are also consulting on male only groups.</p> <p>Predominately male treatment population means that women will remain the minority gender group within services. Staff encouraged to be aware of the issues this present to vulnerable women who may have experienced abuse by men in the past. Domestic abuse training is available to all staff across the three boroughs.</p> <p>There is a small trans population in treatment and numbers are very low. Services will need to develop service user involvement with any potential groups in order to find out views of trans populations in treatment.</p> <p>Re-commissioning will not negatively affect this population.</p>
<p>Race</p>	<p>The prevalence of substance misuse issues amongst some of the more marginalised ethnic groups, accompanied by cultural stigma and shame associated with substance misuse, has led to commissioned services which focus on engaging BME substance misusers into treatment. Services will be provided on an inreach basis at venues best suited to meet the needs of this group and staff members will be</p>

		<p>knowledgeable in the cultures individuals are from. Service information and advice will be available in a wide range of languages.</p> <p>The new services will have more of an outreach focus and will therefore be able to go work with communities with specific needs.</p>
	Religion or belief	Not applicable – religion is asked as part of the assessment however, there are no religion specific groups. Religious belief is not a factor in starting and continuing treatment.
	Sexual orientation	There are currently specific LGBT groups in services that can be accessed by residents of all three boroughs. These include lesbian specific groups and MSM groups for high risk injectors involved in sex parties. These groups will continue in the new services.
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>Although there is a universal service offer, the service has a number of outreach initiatives to ensure equitable access. These have been outline in 2.1.</p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p>Female residents, younger and older residents along with residents from different ethnic backgrounds.</p>	

SECTION 3: ASSESSING THE IMPACT

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

3.1	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>Formal consultation was not conducted. However we met with council departments, service users and held supplier engagement in order to gain views on the proposed service model.</p> <ul style="list-style-type: none"> • Council department event - presentation on model and feedback • Supplier engagement event • Service user event – presentation on new model and feedback session • Service User Questionnaire
3.2	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p>The remodelled service will enhance the current treatment system by delivering a more flexible and responsive offer. The providers will ensure that services are accessible to all residents requiring them and engage with different community groups to develop inclusive policies and local practices which consider the different needs of the resident population.</p> <p>The socio-demographics of the treatment population will be monitored quarterly to ensure our ambitions for the new model are realised.</p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 50%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 50%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Not applicable</td> <td style="padding: 5px;">Not applicable</td> </tr> <tr> <td style="padding: 5px;"> </td> <td style="padding: 5px;"> </td> </tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td style="padding: 5px;"> </td> </tr> </tbody> </table>		Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	Not applicable	Not applicable			<i>Enter additional rows if require</i>					
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Not applicable	Not applicable													
<i>Enter additional rows if require</i>														
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?													
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr style="background-color: #FFFF00;"> <td style="width: 10%; text-align: center; vertical-align: middle;"><input checked="" type="checkbox"/></td> <td style="width: 30%; padding: 5px;">5. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="padding: 5px;">6. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="padding: 5px;">7. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="padding: 5px;">8. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input checked="" type="checkbox"/>	5. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	6. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
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<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.												
<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.												
4.3	Please document the reasons for your decision													
	<p>This re-procurement will deliver positive changes, offering a more comprehensive, inclusive and flexible model.</p>													

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>							
Page 807	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
	<i>Enter additional rows if required</i>						



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
3.23iii Families and Children- Public Health
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<ol style="list-style-type: none"> 1. We are analysing the impact of reduction in budgets of commissioned services to address public health outcomes relating to families and children such as health visiting, school nursing and oral health and services that specifically target mental health promotion, physical activity, domestic violence /Violence Against Women and Girls prevention (VAWG), social isolation and community cohesion and access to services. 2. This is in the context of delivery of savings across the department and the Council 3. Savings made as a result of this exercise will be redirected to other Council departments in order to deliver on a range of Public Health outcomes. 4. This will ensure that the responsibility for delivery on Public health outcomes is shared across the council and its workforce as appropriate.
Details of the lead person completing the screening/EIA
<p>(iii) Full Name: Mary Russell, Pete Westmore, Elizabeth Dunsford</p> <p>(ii) Position: Public Health commissioner, Senior Public Health Officer, Public Health Commissioner (respectively)</p> <p>(iii) Unit: Public Health part of Adult Social Care</p> <p>(iii) Contact Details: mrussell@westminster.gov.uk, pwestmore@westminster.gov.uk, edunsford@westminster.gov.uk</p>
Date sent to Equalities@westminster.gov.uk
21.09.2016
Version number and date of update
<p>Version 1, 21/09/2016</p> <p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p>

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups		<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	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups (children and young people)		<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Groups with particular faiths and beliefs	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	x	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

		None/ Minimal	Significant
		x	<input type="checkbox"/>
		None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
If the answer is “significant” consider doing a full EIA			
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal		
	Yes <input type="checkbox"/> No x		
1.4	How have you come to this decision?		
	<p>We have come to this decision as the majority of savings have been achieved as efficiencies through re-commissioning of services that is either under way or yet to commence.</p> <p>We expect negative impact to be mitigated by efficiencies found in decommissioning and contract management, ensuring that impact is kept below significant levels. We will therefore register and review this risk during the process.</p>		

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<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> • <i>A baseline of data is available here</i>
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<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	
<p>Age</p>	
<p>Disability</p>	
<p>Gender</p>	
<p>Race</p>	
<p>Religion or belief</p>	
<p>Sexual orientation</p>	
<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	<p>Column A – Issues or barriers, things to take into account</p>	<p>Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>
	<p><i>Enter additional rows if require</i></p>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 9. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 10. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 11. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
	<input type="checkbox"/> 12. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 816	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							



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 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
3.34 - Adult Social Care - Line by Line Supplies Services -Contract Reviews
Adult Social Care Westminster Savings Proposals; Line by line review of all supplies and services– ref 3.34
xxv. Full Name: Stella Baillie xxvi. Position: Tri-borough Director of Integrated Services xxvii. Department: Adult Social Care xxviii. Contact Details: Stella.Baillie2@lbhf.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
15th November 2015
Version number and date of update
19th September 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?				
	Tactical review and reduction to budgets covering all supplies and services and contracts to deliver a £200k saving across all budgets (excluding those relating to Learning Disabilities which are subject to a comparable exercise) . The emphasis is on taking a considered position on what is required to deliver services within a reduced budget envelope across the business. The detail regarding target reductions and management has yet to be finalised although protection of front line services for delivering statutory requirements will be assured.				
1.2	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Social Services and Public Health Care

	part of a process of gender reassignment				
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

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

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.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	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?
	No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	The levels of reduction as detailed above are small (less than 0.3%) and there will be no impact on the continuity of the core front line services.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

Sections 2 - 5 will be completed following the design phase of this project

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?	
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	Older people with severely compromised physical functionality are a key group impacted. Care is taken to manage transitions and focus on the overarching aim of better promoting independence
People in particular age groups	
Groups with particular faiths and beliefs	
Any other groups who may be affected by the proposal?	

2.2 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	beliefs				
	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>xv. Who have you consulted with?</p> <p>xvi. How did you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></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>
	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

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>
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	Impact 1: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	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	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
	Potential for detrimental impacts has been catered for in the policy and approach to implementation.	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Follow up monitoring shortly after changes and annual review process.	
4.5	Conclusion	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

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
						31/03/16	

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: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce @lbhf.gov.uk

Date of Completion: 26th September 2016

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 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
3.35 Introduction of the ASC Council Tax Precept
Adult Social Care Westminster Savings Proposals; Line by line review of all supplies and services (LD) – ref 3.15
xxix. Full Name: xxx. Position: xxxi. Department: xxxii. Contact Details:
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
No
Version number and date of update
29 th September 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?				
	Introduction of the discretionary additional council tax charge 'the adult social care precept' from 2017/18 which is to be used on a ringfenced basis to support delivery of adult social care services. The Secretary of State for Communities and Local Government has made an offer to adult social care authorities. The offer is the option of an adult social care authority being able to charge a "precept" of up to 2% on its council tax for the financial year beginning in 2016 without holding a referendum, to assist the authority in meeting expenditure on adult social care. Subject to the annual approval of the House of Commons, the Secretary of State intends to offer the option of charging the "precept" in relation to each financial year up to and including the financial year 2019-20. WCC has chosen to apply the precept.				
1.2	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adult Social Services and Public Health Care

	part of a process of gender reassignment				
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

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

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.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	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?
	No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	The additional charge will be introduced equitably to all Council Tax payers and within the wider existing system for charging based on income and ability to pay. Further the charge is limited to 2% of Council Tax charges.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

Sections 2 - 5 will be completed following the design phase of this project

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?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

2.2	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"/>	<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 <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>xvii. Who have you consulted with?</p> <p>xviii. How did you consult? (<i>inc meeting dates, activity undertaken & groups consulted</i>)</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>
	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

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: [Dissatisfaction and/or anxiety associated with managing change and transition]	
	Impact 2: [Inequitable approach to making changes were customers refuse/complain/appeal]	
	Impact 3: [Decline in physical and/or mental health following changes due to poor adjustment]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	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	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3	Please document the reasons for your decision	
	Potential for detrimental impacts has been catered for in the policy and approach to implementation.	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Follow up monitoring shortly after changes and annual review process.	
4.5	Conclusion	
	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

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]

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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



Signature:

Full Name: Liz Bruce, Executive Director, Adult Social Care and Health

Email: liz.bruce @lbhf.gov.uk

Date of Completion: 14th December 2016

WHAT NEXT?

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



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/Intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
Commercial Waste Income (MTP Ref. 5.8)
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<ul style="list-style-type: none"> • What is the project, policy or proposal? To increase charges to Westminster businesses for collecting their waste. • What is the purpose of the policy/project/activity/strategy? Increase revenue • In what context will it operate? Medium Term Planning • What results are intended? Increased revenue • Why is it needed? To assist the council's financial position • Who is it intended to benefit and how? Council – increased income • Who, potentially, could this project, policy or proposal have a detrimental effect on, and how? Businesses that choose to use the council's waste collection service will have to pay increased charges.
Details of the lead person completing the screening/EIA
(i) Full Name: Mark Banks
(ii) Position: Head of Waste & Parks
(iii) Unit: City Management & Communities
(iii) Contact Details: mbanks@westminster.gov.uk
Date sent to Equalities@westminster.gov.uk
22 August 2016
Version number and date of update
160822 MTP EIA Comm Waste Income.docx

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is "negative" or "unclear" consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal X <input type="checkbox"/>		Significant <input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact identified that has substantial impact on any groups.		
If the answer is "significant" consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Charge increases will be applied equally (per bag, bin etc.) to all businesses choosing to use the council's services; whether large or small, local or multinational. Businesses can opt to use other waste collection companies and are not required to use the council service.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>if so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>if so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? [Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact].																	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #D9C8A8;"> <th style="width: 50%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 50%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: #FFFF00; padding: 5px;">1. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">2. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">3. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">4. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
<input type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.																
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<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related *any of the 9 protected characteristics: Age, Disability, Gender, Gender reassignment, Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief*

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps. Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (i.e. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete. NB. Add any additional rows, if required.						
Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
Enter additional rows if required						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: [Signature]

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY): 15 SEPTEMBER 2016

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
7.3 Sports and leisure savings (phase 1 and 2)
<p>What are you analysing?</p> <ul style="list-style-type: none">• What is the purpose of the policy/project/activity/strategy?• In what context will it operate?• Who is it intended to benefit?• What results are intended?• Why is it needed?
<p>This EIA seeks to assess the equality impacts concerning the sports and leisure transformation programme (phase 1 and 2) for 2017/18- 2019/20 which form part of the Council's Medium Term Plan savings.</p> <p>The key activities which form part of this transition programme include:</p> <ol style="list-style-type: none">1. The closure of the existing Jubilee Sports Centre and the opening of the new Moberly Sports Centre and2. The achievement of savings arising from the re-procurement of the Councils sports and leisure facility

management contract, which was awarded to Sports and Leisure Management (SLM) and commenced on 1st July 2016

Given the universal nature of the services being delivered (i.e. they are open to the whole community) and as many of the services will continue to be delivered to at least the same standard (under a specification and contract for services) by an external partner(s), **it is not felt that there are any impacts on people who share a protected characteristic under the Equality Act 2010.**

It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.

Details of the lead person completing the screening/EIA

- (i) Full Name: Richard Barker
- (ii) Position: Director of Community Services
- (iii) Unit: Community Services (City Management and Communities)
- (iii) Contact Details: (e) rbarker@westminster.gov.uk (t) 020 7641 2693

Date sent to Equalities@westminster.gov.uk

August 2016

Version number and date of update

V1

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				

	<table border="1"> <tr> <th style="text-align: center;">None/ Minimal</th> <th style="text-align: center;">Significant</th> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</td> <td>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</td> </tr> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
None/ Minimal	Significant						
<input checked="" type="checkbox"/>	<input type="checkbox"/>						
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>						
1.4	How have you come to this decision?						
	<p>The new facilities being developed through the Moberly/ Jubilee project will provide a wider range of opportunities than currently available and the range of programmes and services within and around these facilities (i.e. through specified outreach programmes) will broaden opportunities for the whole community, including protected groups.</p> <p>The new leisure management contract has been awarded and the specification for this service will ensure an increase in opportunities rather than any reductions.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who
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are likely to be impacted by the proposal

- If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.*
- A baseline of data is [available here](#)*

<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	<p>The Council’s portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.</p>
<p>Age</p>	<p>Appendix 1 provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council’s leisure centres by gender and ethnicity.</p>
<p>Disability</p>	
<p>Gender</p>	
<p>Race</p>	
<p>Religion or belief</p>	
<p>Sexual orientation</p>	

2.2 Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? *If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.*

If yes, provide details.

Generally participation levels in Westminster are higher than the London and national average figures and participation by some equality groups (e.g. women and those from Black and Minority Ethnic backgrounds) is higher than the London average.

<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p> <p>Overall, and recognising the limitations of the data available, there is a reasonable representation relative to the size of the population and relative to the London wide and national comparators.</p>

SECTION 3: ASSESSING THE IMPACT

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

3.1	<h3>Consultation Information</h3> <p><i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p> <p>An extensive programme of consultation was undertaken as part of the proposals to redevelop the Moberly and Jubilee Sports Centre sites. Key consultation activities included:</p> <ul style="list-style-type: none"> • engaging with local Ward Members and meeting with key resident groups • writing to all local residents within a 1 mile catchment of both sports centres on two occasions • writing to key amenity societies and community groups and asking for their feedback • liaising with community groups, local GPs, schools and head teachers, the youth service, the local police Chief Superintendent and the Council's crime policy team • contacting all key hirers and schools and all centre members that use both centres and asking for their feedback • displaying information and plans on the proposals in both sports centres (letters on reception, posters advertising the consultation events) • holding consultation 'drop in' events at both centres over two days in April and two days in July • attending resident consultation meetings and a special meeting organised by the 'Save Jubilee Sports Centre' campaigners to discuss the proposals • communicating the proposals through media releases, a dedicated section on the Council's website and inclusion in the Westminster Reporter • information signposting to the website was also in the April-September 2012 ActiveWestminster Guide, which has a circulation of 10,000 copies. <p>The details regarding the consultation are available in a Cabinet Member report titled 'a formal response to the consultation regarding proposals for a new Moberly Sports Centre' dated 28th August 2012.</p>

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<p>Closure of Jubilee Sports Centre</p>	<p>Having considered the permanent closure of the Jubilee Sports Centre it is not anticipated that there will be a significant negative impact on protected groups such as young people, older people and those with disabilities as the creation of a new £26m sports centre 0.6 miles away at Moberly will be larger than the two existing sports centres combined and will offer new and state of the art facilities, a variety of improved, targeted and universal programmes and a fees and charges policy which is consistent with the existing centres. In addition, as a direct result of public consultation there will be a smaller community sports facility at the Jubilee site as well as an upgrade of the pitch and a new outdoor fitness facility at nearby Queen’s Park Gardens.</p> <p>Sport England facility planning research regarding the proposals shows that the overall sports and leisure facility offer will not be detrimentally affected by the closure of the swimming pool at Jubilee (and the new Moberly will provide a better overall offer with main pool and dedicated learner pool) once complete. The Jubilee site will remain open until the new Moberly facility is complete to ensure a continuity of</p>

		swimming provision for the Queens Park area.
	New Moberly Sports Centre	<p>The creation of the new £26m public sports facility at Moberly will be a vast improvement on the current overall sporting offer in the most deprived part of Westminster (Queen’s Park). When looking at the impact on key groups such as young people, older people and those with disabilities it is clear that the combination of new and bigger spatial areas and facilities (ie 2 pools) will be very beneficial for these groups with the smaller teaching pool being able to accommodate targeted sessions. The new centre will be fully IFI accredited (Inclusive Fitness Initiative) and will much improve the quality of the offer for users with disabilities. There will also be dedicated disabled parking and a drop off and pick up area at the new sports centre.</p> <p>The development of basketball and boxing at the new centre will be important for engagement with hard to reach younger people who are normally reached via estates based programming (over 130 free hours offered across Westminster each week) and free to access activity on outdoor Multiple Use Games Areas (MUGAs) which will be enhanced by the upgrading of the facilities at nearby Queens Park Gardens.</p> <p>This is a project which the ActiveWestminster Board, Sport England and local clubs support. In addition the new centre (managed by an operator on the Council’s behalf) will be able to offer a much more comprehensive programme of activities for these groups and will work with clubs and organisations through ActiveWestminster to ensure that the all Westminster residents can benefit from the improvements. It is anticipated that usage of the new facility will be significantly higher than that for the existing facilities combined.</p>
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	

<input checked="" type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input type="checkbox"/>	2. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3 Please document the reasons for your decision

As noted earlier it is not felt that there are any impacts on people who share a protected characteristic as:

- Given the universal nature of the services being delivered (ie they are open to the whole community) and as many of the services will continue to be delivered to at least the same standard (and under a specification and contract for services) by an external partner(s),
- It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change.
- The overall offer for sports and leisure services will increase and improve as a result of the 2 key activities detailed in this EIA which will benefit the whole community, including protected groups.

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 857

	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	To ensure the detailed design of new facilities (including the new Moberly Centre and new community facilities on the Jubilee site) promote universal opportunities including	All groups	New facilities encourage access for the whole community and promote the requirements of the Equality Act 2010	N/A	Richard Barker Director of Community Services	2017/18	Green

Page 858	groups with protected characteristics.						
	To develop a programme of activities for users with disabilities at the community sports facility at Jubilee (in addition to those at the new Moberly) to mitigate any impact of the closure of Jubilee Sports Centre	Residents with disabilities/ older people	That people in this grouping are engaged and assisted in accessing and participating in sport and leisure activities in Queen’s Park	N/A	Richard Barker Director of Sports, Leisure and Wellbeing	2018/19	Green

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:



FULL NAME: Richard Barker

UNIT: Community Services, City Management and Communities

EMAIL & TELEPHONE EXT: rbarker@westminster.gov.uk x2693

DATE (DD/MM/YYYY): 28/9/16

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk

7.3 Equality Impact Assessment Tool - Sports and Leisure

Appendix 1- Participation in Sport and Physical Activity

Section A- Sport & Physical Activity Participation Levels (Sport England Active People Survey)

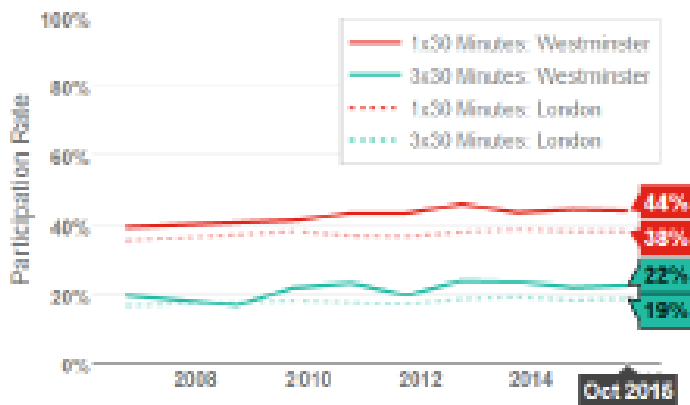


Figure 1- participation in sport & physical activity (all respondents)

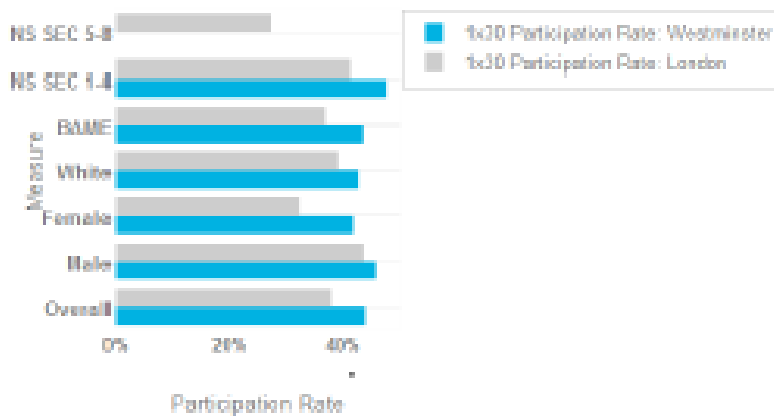


Figure 2- participation in sport & physical activity (key groups)

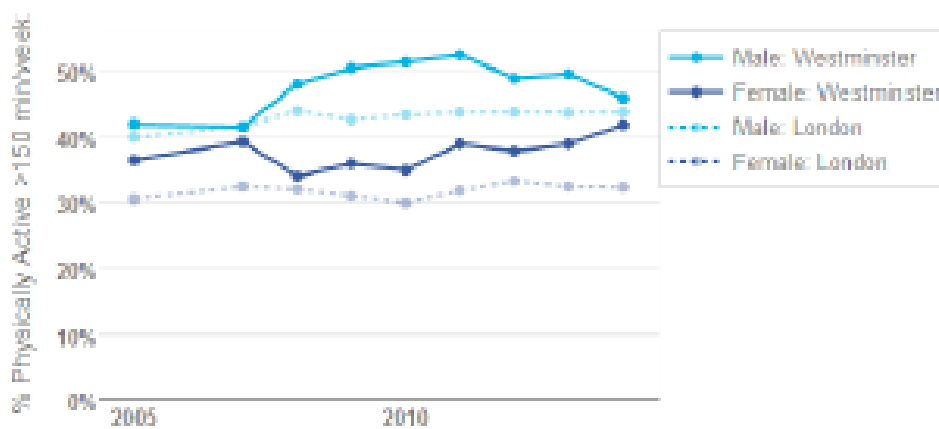


Figure 3- participation in sport & physical activity (by gender)

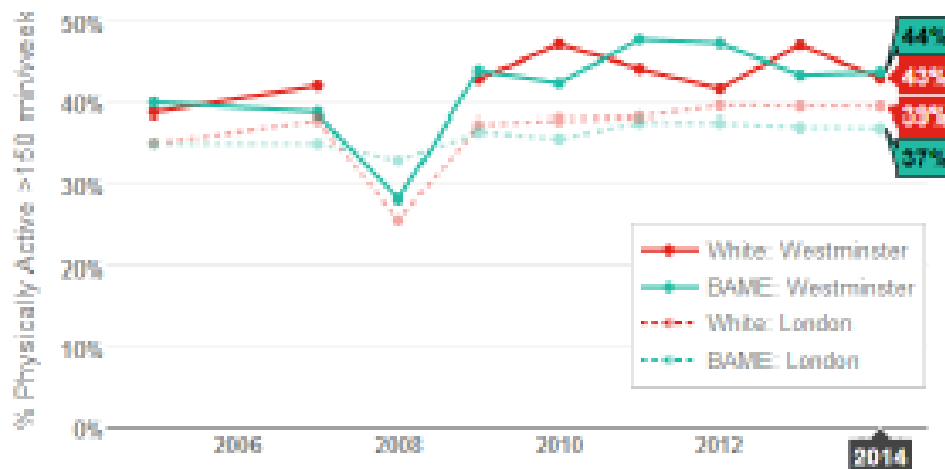


Figure 4- participation in sport & physical activity (by ethnicity)

Section B- Westminster City Council Sports and Leisure Centre Membership Data - a breakdown by age

Male	Number	%
0-4	1156	6.1%
5-9	935	4.9%
10-14	940	4.9%
15-19	1026	5.4%
20-24	1262	6.6%
25-29	2397	12.5%
30-34	2531	13.2%
35-39	2180	11.4%
40-44	1764	9.2%
45-49	1443	7.6%
50-54	1111	5.8%
55-59	726	3.8%
60-64	496	2.6%
65-69	320	1.7%
70-74	343	1.8%
75-79	177	0.9%
80-84	64	0.3%
85-89	25	0.1%
90-94	2	0.0%
95-99	3	0.0%
Grand Total	19103	

Female	Number	%
0-4	1107	7.2%
5-9	813	5.3%
10-14	582	3.8%
15-19	665	4.3%
20-24	1132	7.3%
25-29	2220	14.4%
30-34	1999	13.0%
35-39	1568	10.2%
40-44	1156	7.5%
45-49	1051	6.8%
50-54	893	5.8%
55-59	600	3.9%
60-64	632	4.1%
65-69	473	3.1%
70-74	320	2.1%
75-79	137	0.9%
80-84	61	0.4%
85-89	20	0.1%
Grand Total	15429	

Section C- Westminster City Council Sports and Leisure Centre Membership Data - a breakdown by Ethnicity

Ethnicity	Number	%
Arabic	1786	3.6%
Asian Other	666	1.3%
Bangladeshi	125	0.2%
Black African	223	0.4%
Black British	428	0.9%
Black Caribbean	167	0.3%
Black Other	171	0.3%
Black Somali	41	0.1%
Chinese	228	0.5%
Gypsy Or Irish Traveller	5	0.0%
Indian	296	0.6%
Mixed Race	400	0.8%
Not willing to supply	1062	2.1%
Other	7037	14.1%
Other Mixed Background	272	0.5%
Pakistani	54	0.1%
Turkish	4	0.0%
Unknown/ Not Stated	33205	66.4%
White	9	0.0%
White & Asian	138	0.3%
White & Black Caribbean	72	0.1%
White British	979	2.0%
White European Other	231	0.5%
White Irish	22	0.0%
White Other	2336	4.7%
White& Black African	87	0.2%
Grand Total	50044	



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
7.6 Libraries future delivery
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>1. Background</p> <p>Following careful consideration of options, Cabinet Members took the decision to proceed with the in-house model to deliver a library service that meets the target savings required for 2017/18. An externalised model with a partner providing the service was considered, but after undertaking a preliminary market review, the in-house approach is preferred as it offers better opportunities to deliver savings whilst continuing to provide a high quality service.</p> <p>All three councils have agreed to develop a new operating model to deliver the shared elements of the service and Westminster will reorganise sovereign services to achieve its required level of savings.</p> <p>Key factors:</p> <ul style="list-style-type: none"> • Libraries need to continue to evolve and address the needs of our communities, now and in the future, with a greater focus on co-location of services and the digital world • The continuing financial challenge for local government over the next three years with a requirement for library services to cut costs and become even more efficient • Libraries will need to deliver efficiencies and transform the library service to meet the councils' collective ambitions for community focus, more volunteering and greater commercial income

2. Aim

The aims of the programme are to achieve savings of £700,000 on the annual operating costs of Westminster's library service whilst delivering a high quality and sustainable library service.

3. Objectives

The objectives of the programme are to:

- deliver a vision for libraries focusing on “read-learn-connect” with a new target operating model
- deliver savings of £700,000
- implement a new organisational structure
- increase the use and number of volunteers within the service
- develop a commercial business plan that supports the service by generating income
- review current and future digital provision for the service
- provide a sustainable platform and the potential for further savings in future years

4. Proposed new organisational structure

4.1 The new organisational structure for Libraries & Culture will:

- Reinforce customers at the heart of delivery, enabling them to be better informed and healthier
- Provide agile services, responsive to changing needs, improving customer experience
- Enable colocation of services and multi-functional spaces for community benefit that are vibrant and reflective of customers' needs, with appropriate community engagement and increased usage of space maximising value and sweating the assets
- Demonstrate visible leadership, modelling appropriate values and behaviours which leads to empowered, valued and multi-skilled frontline staff
- Define clear roles and responsibilities and streamline processes, which are strengthened by a flexible resource pool and effective deployment, generating increased efficiency

4.2 Staff consultation is planned to commence in late September 2016 with a formal 45 day period ending early November. Following this and formal approval, the new structure will be implemented with go-live planned for April 2017.

5. Impact on service delivery

5.1 A key factor is the retention broadly of existing levels of service provision, although there will be changes to how some aspects are delivered. In particular, all Westminster's 12 libraries and the archives centre will remain in place, with broadly the same opening hours and access arrangements. Customer impact is expected to be manageable. There will be significant changes for staff with a reduction of 25 FTE. A fuller assessment of staff impact will be conducted once the consultation period has closed and any changes to proposals are made resulting in a final organisational structure.

5.2 The service is being strengthened at strategic and operational levels to focus on the areas identified by management and employees in the design process as requiring prioritisation. These include greater capacity for commercial activity, volunteer partnerships and community development, and a continued focus on health and cultural partnerships. Front-facing, community-based staff will have a clear emphasis on supporting customers to help themselves as well as offering enhanced support for vulnerable residents and other priority groups.

Details of the lead person completing the screening/EIA

(i) Full Name: Mike Clarke

(ii) Position: Director, Libraries & Culture

(iii) Unit: Libraries & Culture

(iii) Contact Details: x2199

Date sent to Equalities@westminster.gov.uk

Version number and date of update

- v.1.1 21 September 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	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?			
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				

1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	<table border="1" data-bbox="252 392 1481 745"> <thead> <tr> <th data-bbox="252 392 866 461">None/ Minimal</th> <th data-bbox="866 392 1481 461">Significant</th> </tr> </thead> <tbody> <tr> <td data-bbox="252 461 866 745"> <p style="text-align: center;"><input checked="" type="checkbox"/></p> <p>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.</p> </td> <td data-bbox="866 461 1481 745"> <p style="text-align: center;"><input type="checkbox"/></p> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p> </td> </tr> </tbody> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<p style="text-align: center;"><input checked="" type="checkbox"/></p> <p>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.</p>	<p style="text-align: center;"><input type="checkbox"/></p> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>
None/ Minimal	Significant				
<p style="text-align: center;"><input checked="" type="checkbox"/></p> <p>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.</p>	<p style="text-align: center;"><input type="checkbox"/></p> <p>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</p>				
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal				
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>				
1.4	How have you come to this decision?				
	<p>The proposed re-structure will not impact on services to customers and residents. Proposed changes will allow for core library services to be offered with the provision of a flexible resource pool to provide added value activities are required by each library.</p> <p>A full EIA relating to the staff changes will be considered/provided as part of the final decision process once the consultation is complete. This will be provided to the Cabinet Member to inform the decision-making process which is expected to be during December 2016.</p>				

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> • <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> • <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information</p> <p><i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>Formal consultation has not been required</i></p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be?</p> <p><i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	

	<input type="checkbox"/>	<p>5. No major change (no impacts identified)</p>	<p>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</p>
	<input type="checkbox"/>	<p>6. Adjust the policy</p>	<p>You will take steps to remove barriers or to better advance equality.</p>
	<input type="checkbox"/>	<p>7. Continue the policy (impacts identified)</p>	<p>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p>
	<input type="checkbox"/>	<p>8. Stop and remove the policy</p>	<p>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p>
<p>4.3</p>	<p>Please document the reasons for your decision</p>		

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

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	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

	<i>Enter additional rows if required</i>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER



SIGNATURE:

FULL NAME: ...Mike Clarke

UNIT:Libraries and Culture.....

EMAIL & TELEPHONE EXT: ...mclarke1@westminster.gov.uk.....2199...

DATE (DD/MM/YYYY):28/09/2016.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

Who should undertake the EIA:

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

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An EIA e-learning module is available for all Westminster staff:

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
7.7 Registration Service Income Growth – Commercialisation
What are you analysing?
<ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Christie Junor-Sheppard</p> <p>(ii) Position: Head of Registration Services</p> <p>(iii) Unit: Registration and Nationality Services</p> <p>(iii) Contact Details: 020 7641 1790 / cjsheppard@westminster.gov.uk</p>

Date sent to Equalities@westminster.gov.uk

Version number and date of update

Version 1

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

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

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

1.1	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?			
	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<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	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				

1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">None/ Minimal</th> <th style="width: 50%; text-align: center;">Significant</th> </tr> </thead> <tbody> <tr> <td style="text-align: center; vertical-align: top;"> <input type="checkbox"/> None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. </td> <td style="text-align: center; vertical-align: top;"> <input checked="" type="checkbox"/> Significant impact would be where there is an impact is identified that has substantial impact on any groups. </td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 10px;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	<input type="checkbox"/> None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	<input checked="" type="checkbox"/> Significant impact would be where there is an impact is identified that has substantial impact on any groups.
None/ Minimal	Significant				
<input type="checkbox"/> None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	<input checked="" type="checkbox"/> Significant impact would be where there is an impact is identified that has substantial impact on any groups.				
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal				
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>				
1.4	How have you come to this decision?				
	There is no change to the core services. Birth registration appointments will continue to be free of charge and delivered from Harrow Road. Other services such as marriages or nationality services are discretionary and customers have the choice of days, times and venues or using another local authority services, to suit their budget or location.				

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal
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- If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.
- A baseline of data is [available here](#)

How many people use the service currently? What is this as a % of Westminster’s population?	Over 25,000 people use Registration services in Westminster, which includes non- residents
Age	A high proportion of our users are between 25 and 40, due to the nature of services provided (eg. Births and ceremonies)
Disability	
Gender	A higher proportion of our users are women due to the nature of services provided (eg births)
Race	Over 180 different countries are represented in our Nationality services and Citizenship ceremonies, the highest proportion being USA (6%); India (4%); Australia (4%).
Religion or belief	
Sexual orientation	

2.2 Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? *If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.*

	<p>By the very nature of the service, pregnant women / women are disproportionately represented in the birth registration service.</p> <p>By the very nature of the service, non-British nationalities are disproportionately represented in the Nationality and Citizenship services, though no one nationality or region of nationalities dominates the figures.</p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p>No, though income may be a barrier for some groups using Westminster ceremony services. However a wide range of options are and will continue to be, offered including ceremonies in the statutory register office for a minimum fee.</p>

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information</p> <p><i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p> <p>No external consultation has taken place yet, though informal consultation has taken place with stakeholders and providers such as GRO; Portland Hospital and staff. In addition the service conducts annual benchmarking of fees and charges against neighbouring local authorities, to assess what “market fees” are being charged, and how Westminster compares.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be?</p> <p><i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	Increasing fees and charges may mean customers on low incomes cannot afford to use Westminster Registration Services	<p>The service could offer a resident discount such as 20% across key services such as Nationality Checking and ceremonies</p> <p>The service could offer discounted days for residents for example at the newly refurbished Old Marylebone Town Hall</p> <p>The service would continue to offer a choice in services so for example customers could continue to choose to go to our offices to register a birth, rather than register at bedside at Portland Hospital.</p> <p>Customers would also still have the choice to go to other local authorities for services including ceremonies and nationality services, as they do now.</p>
	<i>Enter additional rows if require</i>	

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

<input type="checkbox"/>	9. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
<input checked="" type="checkbox"/>	10. Adjust the policy	You will take steps to remove barriers or to better advance equality.
<input type="checkbox"/>	11. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
<input type="checkbox"/>	12. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3 Please document the reasons for your decision

Offering discounted services or days will mitigate the effect of the increase for people on low income, and encourage usage by local residents. The service will continue to maintain the range of choice across venues and services, allowing customers to select the location, day or time of their service that best meets their needs.

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 887	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	<p style="text-align: center;">Action Required</p>	<p style="text-align: center;">Equality Groups Targeted</p>	<p style="text-align: center;">Intended outcome</p>	<p style="text-align: center;">Resources Needed</p>	<p style="text-align: center;">Name of Lead, Unit & Contact Details</p>	<p style="text-align: center;">Completion Date (DD/MM/YY)</p>	<p style="text-align: center;">RAG</p>
	<p>Agree fee structure which reflects resident discount / discounted days</p>	<p>People on low income</p>	<p>Reduce the impact of increased fees and charges</p>		<p>Christie Junor-Sheppard, Head of Registration Services 020 7641 1790 cjsheppard@westminster</p>	<p>01/01/2017</p>	

					.gov.uk		
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Mike Clarke, Director of Libraries & Culture

FULL NAME:

UNIT: Registration Service

EMAIL & TELEPHONE EXT: mclarke1@westminster.gov.uk

DATE (DD/MM/YYYY): 22/09/2016.

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk

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	
7.14 Libraries supplies & services efficiencies	
Lead Officer	
i.	Full Name Mike Clarke
ii.	Postion: Director of Libraries and Culture
iii.	Department Libraries and Culture
iv.	Contact Details mclarke1@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: 14 December2016	
Version number and date of update	
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p>	

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

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

1.1	What are you analysing?
	Further efficiencies in supplies and services within Libraries. This is a placeholder to cover a saving elsewhere in the service which has now proved undeliverable. The service will identify savings in-year

or these will be mitigated in CMC.

It is envisaged that any savings will be in supplies and services and will not have a detrimental impact on any group of people.

This EIA will be reviewed as proposals are worked up.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
		<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"/>	<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?
	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
1.5	How have you come to this decision?
	<p>At this stage there is no reason to believe the savings would have a negative impact.</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	<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> <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?	
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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> <p style="margin-left: 40px;"> Age Disability Gender Gender Reassignment Ethnicity Pregnancy and Maternity Religion/Belief Sex Sexual Orientation </p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="width: 15%;">Group</th> <th colspan="2" style="width: 20%;">Service</th> <th colspan="2" style="width: 20%;">Council</th> </tr> <tr> <th style="width: 10%;">No</th> <th style="width: 10%;">%</th> <th style="width: 10%;">No</th> <th style="width: 10%;">%</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> </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%
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		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?					
	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 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	
	<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>	
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	

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: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	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)	<input 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	

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

<p>4.5</p>	<p>Conclusion</p> <p><i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i></p>

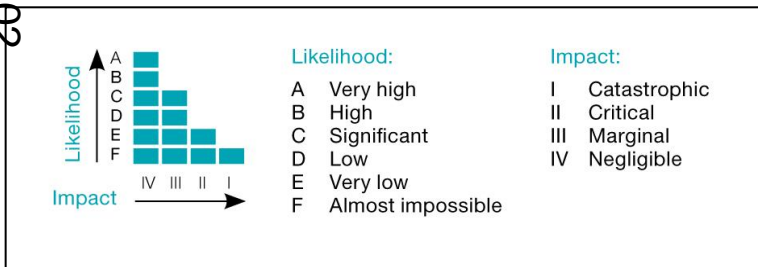
SECTION 5: Next Steps

5.1	<p>Action Plan</p> <p><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></p> <p><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 901							

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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City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

When you should undertake an EIA:

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
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- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding).

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
<p>City Management and Communities Transformation (MTP Savings): 5.1 – Alternative Service Delivery Model Proposals,</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>This EIA covers three MTP Savings proposals, reference 5.1, 5.2 and 5.3. These proposals are aimed at implementing a series of changes to existing service delivery across The Highways Infrastructure and Public Realm services and contracts which were transferred to City Management and Communities from 1 April 2015. Proposals focus on 3 main themes:</p> <ul style="list-style-type: none"> • Identifying alternative service delivery models to deliver efficiency savings • Utilising alternative sources of funding for core activities • Reviewing existing service levels <p>• What is the purpose of the policy/project/activity/strategy?</p> <p>The purpose of these proposals are to ensure that City management and communities is operating efficiently and effectively, providing a good customer service and meeting medium term savings targets.</p> <p>• In what context will it operate?</p> <p>This Business Case covers a series of proposal which will all have their own timetable and implementation process. This Business Plan will operate as the overarching monitoring tool for implementation and monitoring of the individual proposals.</p> <p>• What results are intended?</p> <p>The intended result of the proposals are :</p> <ul style="list-style-type: none"> • To achieve a medium term saving in revenue funding of £1.73million over three years from 2015/16 across City Management and Communities • To deliver services in the most coordinated and efficient manner • To minimise impact on service levels • To deliver where possible an improved customer service and minimise the impact on Westminster's Businesses, Residents and Tourists • To adopt new technology to improve efficiency and customer service <p>• Why is it needed?</p> <p>Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, £1.73 million revenue savings needs to be found across Built Environment over three years from 2015/16 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster's overall budget. This collection of proposals commenced in August 2014 in order to allow time to develop the individual efficiencies identified and to start deliver savings from April 2015.</p> <p>• Who is it intended to benefit and how?</p> <p>The intended benefits will cover all of Westminster's Residents, Tourists and Workers.</p> <p>• Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?</p>

Some of the individual proposals could have a detrimental effect on Westminster’s Residents, Tourists and Workers, such as alteration to existing service levels, but every effort will be made to keep any detrimental effect to a minimum.

Details of the lead person completing the screening/EIA

(i) Kevin Goad

(ii) Interim Manager

(iii) Highways and Public Realm

(iii) 0276411903

Date sent to Equalities@westminster.gov.uk

02/09/2016

Version number and date of update

V2.0

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>This Business Case/proposal is an overarching framework to show how the City Management and Communities is responding to savings requirements and as such has no negative impact on groups or communities.</p> <p>The individual proposals each with their own timeline and implementation process may have some impact. As part of their natural implementation process some proposals may have to produce and EIA and this will done at the appropriate time for that proposal.</p> <p>For example one of the proposals is for Adaptive Lighting which may involve dimming and trimming' street lights. This will require and EIA. Conversely, identified efficiency savings that have 'no impact on service' delivery would not have to produce an EIA.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population
	Age	
	Disability	
	Gender	
	Race	

	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>No</p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p>No</p>	

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input checked="" type="checkbox"/>	1. No major change (no impacts identified)
	<input type="checkbox"/>	2. Adjust the policy
	<input type="checkbox"/>	3. Continue the policy (impacts identified)
	<input type="checkbox"/>	4. Stop and remove the policy
		Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
		You will take steps to remove barriers or to better advance equality.
		You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
		There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision	

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 913	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Kevin Goad

FULL NAME: Kevin Goad

UNIT: CMC Highways Public Realm

EMAIL & TELEPHONE EXT: kgoad@westminster.gov.uk 0207 641 1903

DATE (DD/MM/YYYY): 02/09/2016.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
<p>City Management and Communities Transformation (MTP Savings): 5.2 – Service Level Changes,</p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>This EIA covers three MTP Savings proposals, reference 5.1, 5.2 and 5.3. These proposals are aimed at implementing a series of changes to existing service delivery across The Highways Infrastructure and Public Realm services and contracts which were transferred to City Management and Communities from 1 April 2015. Proposals focus on 3 main themes:</p> <ul style="list-style-type: none"> • Identifying alternative service delivery models to deliver efficiency savings • Utilising alternative sources of funding for core activities • Reviewing existing service levels <p>• What is the purpose of the policy/project/activity/strategy?</p> <p>The purpose of these proposals are to ensure that City management and communities is operating efficiently and effectively, providing a good customer service and meeting medium term savings targets.</p> <ul style="list-style-type: none"> • In what context will it operate? <p>This Business Case covers a series of proposal which will all have their own timetable and implementation process. This Business Plan will operate as the overarching monitoring tool for implementation and monitoring of the individual proposals.</p> <ul style="list-style-type: none"> • What results are intended? <p>The intended result of the proposals are :</p> <ul style="list-style-type: none"> • To achieve a medium term saving in revenue funding of £1.73million over three years from 2015/16 across City Management and Communities • To deliver services in the most coordinated and efficient manner • To minimise impact on service levels • To deliver where possible an improved customer service and minimise the impact on Westminster’s Businesses, Residents and Tourists • To adopt new technology to improve efficiency and customer service <ul style="list-style-type: none"> • Why is it needed? <p>Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, £1.73 million revenue savings needs to be found across Built Environment over three years from 2015/16 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster’s overall budget. This collection of proposals commenced in August 2014 in order to allow time to develop the individual efficiencies identified and to start deliver savings from April 2015.</p> <ul style="list-style-type: none"> • Who is it intended to benefit and how? <p>The intended benefits will cover all of Westminster’s Residents, Tourists and Workers.</p> <ul style="list-style-type: none"> • Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?

Some of the individual proposals could have a detrimental effect on Westminster’s Residents, Tourists and Workers, such as alteration to existing service levels, but every effort will be made to keep any detrimental effect to a minimum.

Details of the lead person completing the screening/EIA

(ii) Kevin Goad

(ii) Interim Manager

(iii) Highways and Public Realm

(iii) 0276411903

Date sent to Equalities@westminster.gov.uk

02/09/2016

Version number and date of update

V2.0

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>This Business Case/proposal is an overarching framework to show how the City Management and Communities is responding to savings requirements and as such has no negative impact on groups or communities.</p> <p>The individual proposals each with their own timeline and implementation process may have some impact. As part of their natural implementation process some proposals may have to produce and EIA and this will done at the appropriate time for that proposal.</p> <p>For example one of the proposals is for Adaptive Lighting which may involve dimming and trimming' street lights. This will require and EIA. Conversely, identified efficiency savings that have 'no impact on service' delivery would not have to produce an EIA.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population
	Age	
	Disability	
	Gender	
	Race	

	Religion or belief	
	Sexual orientation	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>No</p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p>No</p>	

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input checked="" type="checkbox"/>	5. No major change (no impacts identified)
	<input type="checkbox"/>	6. Adjust the policy
	<input type="checkbox"/>	7. Continue the policy (impacts identified)
	<input type="checkbox"/>	8. Stop and remove the policy
	<div style="display: flex; justify-content: space-between;"> <div style="width: 10%;"></div> <div style="width: 80%;"> <p>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</p> <p>You will take steps to remove barriers or to better advance equality.</p> <p>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p> <p>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p> </div> <div style="width: 10%;"></div> </div>	
4.3	Please document the reasons for your decision	

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SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 924	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Kevin Goad

FULL NAME: Kevin Goad

UNIT: CMC Highways Public Realm

EMAIL & TELEPHONE EXT: kgoad@westminster.gov.uk 0207 641 1903

DATE (DD/MM/YYYY): 02/09/2016.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
Compliance and Audit Contract: MTP Proposal 5.10
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<ul style="list-style-type: none"> • What is the project, policy or proposal? This EIA covers the proposal to reduce the current service levels in the Compliance and Audit Contract for Highways, Public Lighting, Drainage, Bridges and Structures and Traffic Management Order services. • What is the purpose of the policy/project/activity/strategy? These proposals are aimed at implementing the change through reviewing and refocussing the audit needs across the various services and meeting medium term savings targets. • In what context will it operate? This proposal has a unique Business Case and will have its own project plan, governance and and implementation process. This Business Case will operate as the overarching monitoring tool for implementation and monitoring of the individual proposals. • What results are intended? The intended result of the proposals are : <ul style="list-style-type: none"> • To achieve a medium term saving in revenue funding of £75k over two years from 2017/18 across City Management and Communities • To deliver services in the most coordinated and efficient manner • To minimise impact on service levels • To deliver where possible an improved customer service and minimise the impact on Westminster’s Businesses, Residents and Tourists • Why is it needed? Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, additional revenue savings need to be found across City Management and Communities from 2015/16 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster’s overall budget. • Who is it intended to benefit and how? The intended benefits will cover all of Westminster’s Residents, Tourists and Workers. • Who, potentially, could this project, policy or proposal have a detrimental effect on, and how? It is not envisaged that this will impact on anyone other than the service provider.
Details of the lead person completing the screening/EIA
(iii) Full Name: Kevin Goad
(ii) Position: Interim Manager, Highways Infrastructure and Public Realm

(iii) Unit: CMC
(iii) Contact Details: kgoad@westminster.gov.uk 020 7641 3808
Date sent to Equalities@westminster.gov.uk
02/09/2016
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p> <p>V2 – 02 September 2016</p>

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	This Business Case/proposal is an overarching framework to show how the City Management and Communities is responding to savings requirements and as such has no negative impact on groups or communities.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

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> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population.
	Age	
	Disability	
	Gender	

	Race	
	Religion or belief	
	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
	<i>If yes, provide details.</i>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<i>If yes, provide details.</i>	

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
<p>3.2</p>	<p>What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 935	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Enter additional rows if required						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:Kevin Goad

UNIT:CMC.....

EMAIL & TELEPHONE EXT: ...kgoad@westminster.gov.uk

DATE (DD/MM/YYYY): ...02/09/2016.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
5.13 MTP Savings 2017 – Highways Revenue Budgets
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>This EIA covers proposed further revenue saving from the Highways Maintenance budgets in 2017.</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? The purpose of these proposals are to ensure that City Management and Communities Directorate is operating efficiently and effectively, providing a good customer service and meeting medium term savings targets. • In what context will it operate? This Business Case will consider a series of options for reducing spend on highways maintenance whilst minimising the potential impact on the levels and quality of service. • What results are intended? The intended result of the proposals are : <ul style="list-style-type: none"> • To achieve a medium term saving in revenue funding of £1million on 2017/18 • To minimise impact on service levels • Why is it needed? Central Government’s reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, £1 million revenue savings needs to be found across the Highways and public realm service within City Management and Communities for 2017/18 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster’s overall budget. • Who is it intended to benefit and how? The intended benefits will cover all of Westminster’s Residents, Tourists and Workers. • Who, potentially, could this project, policy or proposal have a detrimental effect on, and how? Some of the individual proposals could have a detrimental effect on Westminster’s Residents, Tourists and Workers, such as alteration to existing service levels, but every effort will be made to keep any detrimental effect to a minimum. All changes currently under consideration would be to regular maintenance regimes City-wide. There is not proposed to be any specific geographic focus for service level changes. Resulting savings will be offered up centrally to general fund (so will not be re-invested in a way that could have particular known impacts for any specific group.
Details of the lead person completing the screening/EIA
(iv) Full Name: Kevin Goad
(ii) Position: Interim Manager

(iii) Unit: Highways and Public Realm

(iii) Contact Details: 0207 641 1903

Date sent to Equalities@westminster.gov.uk

2 Sept 2016

Version number and date of update

V3

28 Sept 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>For a number of reasons it would not be practical or appropriate to carry out a full EIA at this time:</p> <ol style="list-style-type: none"> 1. The changes being proposed are amendments to regular, city-wide highways maintenance services. There are not proposals to focus on any particular geographic area which could be disproportionately disadvantageous to specific groups. 2. The objective is to generate savings to feed back into the general fund, not for investment in other aspects of service delivery which may particularly benefit certain groups. 3. There is a range/number of proposals currently under consideration – decisions are yet to be finalised about which may be taken forward. As above, it is not anticipated that any of the proposals being looked at would particularly impact specific groups within the community. However, if/when any such proposals come forward for implementation that may have this type of impact, a full EIA will be carried out at that time on those proposals specifically, to establish the nature of the impact and identify mitigating actions. <p><u>As the shortlist of options is reviewed and specific proposals become defined and agreed for implementation, it is noted that a full EIA may be necessary for those specific changes. This will depend on the types of proposals that emerge.</u></p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<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> • <i>A baseline of data is available here</i>
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<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	
<p>Age</p>	
<p>Disability</p>	
<p>Gender</p>	
<p>Race</p>	
<p>Religion or belief</p>	
<p>Sexual orientation</p>	
<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

<p>3.1</p>	<p>Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p>No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p>
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	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 946	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (Inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
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	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:



FULL NAME: Kevin Goad

UNIT: Highways and Public Realm

EMAIL & TELEPHONE EXT: kgoad@westminster.gov.uk 1903

DATE (DD/MM/YYYY): 02/09/2016

WHAT NEXT?

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Title
9.2 Parking Services 2014 Relet Strategy & Transformation
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Westminster City Council has a reputation as a leader in delivering innovation in parking services. We aim to promote best practice and continual quality improvement across the service.</p> <p>Parking is an ever-changing environment, and councils need to keep up with the pace of change. We constantly seek new ways of working with motorists, using new technologies to make use of the finite amount of space we have on our streets, all with the objective of delivering an easy, safe and fair parking service.</p> <p>The transformation of the Parking Service saw a number of contracts consolidated into just two: a People and Resources contract let in August 2014 to NSL; and a Business Processing and Technology contract, let in November 2014 also to NSL.</p> <p>The Council's aim in doing this was to provide a fully integrated service by seeking to procure solutions capable of providing these services beyond 2014.</p> <p>At the time of developing the respective specifications, the Council wished to re-define how the Parking Service was delivered and looked at new operating models managing the kerbside that used best practice and innovative solutions to deliver services to our residents, workers, businesses and visitors; when, where and how they expect us to.</p> <p>The outcome was that channel shift has been encouraged so that customers are more able to self-serve, and thus engage with the service and make transactions online and via new technology.</p> <p>A Marshalling concept was also introduced whereby the on-street focus shifted from enforcement to compliance. Civil Enforcement Officers were therefore rebadged as 'Marshals', with a much greater customer-orientated remit.</p>
Details of the lead person completing the screening/EIA
<p>(v) Full Name: Darren Montague</p> <p>(ii) Position: Service Implementation Manager</p> <p>(iii) Unit: Parking Services</p> <p>(iii) Contact Details: dmontague@westminster.gov.uk, x2293</p>
Date sent to Equalities@westminster.gov.uk
2 September 2016

Version number and date of update

V2.0 – 31 August 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 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"/>	X	X	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	X	X	<input type="checkbox"/>
Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	X	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
X		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	<p>Although 1.1 indicates three groups which theoretically could be negatively impacted through the BPT contract changes, this is not necessarily the case.</p> <p>In terms of disabled people, the channel shift to more online services has both positive and negative connotations. Not having to physically attend or contact in person would/could be an advantage, especially to those who are more tech savvy. For those who are not, access in person to services continue to be available for residents or customers who cannot or prefer not to use telephone or online services. Physical access to the service is provided via Westminster libraries and post offices where payments can be made. The Council offers numerous payment methods to facilitate the use of the parking service, in terms of paying for on-street parking, permits and PCNs. On-street parking can be paid for by phone, by credit/debit card or by cash through the purchase of scratchcards at WCC libraries. Permits can be purchased and PCNs paid for online, by phone, by post and in person by credit/debit card, postal order, cheque or cash.</p> <p>The above also would mitigate an potential issues for those on low incomes whom may not be able to afford the devices and technology to enable regular online transactions.</p> <p>Although stereotypically it might be expected that some older residents would be less inclined to use technology, Westminster's population as a whole is very comfortable with new technology.</p> <p>Latest results are from September 2015 City Survey indicate:</p> <ul style="list-style-type: none"> - 90% of WCC residents use the internet; - 56% of WCC residents use the internet through an iPhone; - 35% of WCC residents use the internet through an iPad; - 84% of WCC internet users use it every day; - 28% of WCC residents say they have used the council website in the last six months; - 39% of WCC residents have visited the WCC website to find a telephone number - 73% of WCC residents set up direct debits as much as possible

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<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> • <i>A baseline of data is available here</i>
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	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%; padding: 5px;">How many people use the service currently? What is this as a % of Westminster’s population?</td> <td style="width: 55%;"></td> </tr> <tr> <td style="padding: 5px;">Age</td> <td></td> </tr> <tr> <td style="padding: 5px;">Disability</td> <td></td> </tr> <tr> <td style="padding: 5px;">Gender</td> <td></td> </tr> <tr> <td style="padding: 5px;">Race</td> <td></td> </tr> <tr> <td style="padding: 5px;">Religion or belief</td> <td></td> </tr> <tr> <td style="padding: 5px;">Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster’s population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
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	<i>If yes, provide details.</i>														

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

Page 957	<p>5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Darren Montague

UNIT: Parking Services

EMAIL & TELEPHONE EXT: dmontague@westminster.gov.uk, x2293

DATE (DD/MM/YYYY): 31/08/16

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title
9.4 Kerbside Permissions Fees & Charges Review
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>As part of its regular kerbside management review regime, the Council aims to review its parking-related fees and charges bi-annually to ensure they continue to support the Council's wider traffic management obligations.</p> <p>A review of kerbside permission fees and charges for parking suspensions, dispensations and special permissions was carried out in 2015, with the Cabinet Member for Sustainability and Parking approving a number of recommendations in November 2015.</p> <p>The changes made following the review were as follows –</p> <ul style="list-style-type: none"> • A re-modelling in the charging regime, together with an increase in the charges for general parking bay suspensions and single yellow line dispensations. • A significant re-modelling in the London Joint Utilities Group (LJUG) charging structure and an increase in the charges for LJUG suspensions. • The introduction of charging for 'special permissions' at a rate 50% above that for general bay suspensions and dispensations. • The introduction of a £20 'short notice' administration fee for suspensions booked within ten calendar days of their commencement date. • Amendments to suspension-related policies regarding resident permit holder concessions, alternative bay provision and bay size classification. <p>The rationale for the proposals can collectively can be summarised as follows -</p> <ul style="list-style-type: none"> • To provide demand and restraint pricing mechanisms to discourage and deter unnecessary suspensions, to attempt to reduce the number of parking bays that are taken out of commission, and/or, where a suspension must take place, to reduce the length of time for which a bay is suspended. • To be more consistent with other comparable central London boroughs, where the policy approach has proven successful in reducing demand and thus ensuring greater uniformity across neighbouring boroughs. • To align the Council's kerbside permissions regime so that charges are consistent, fair and consistently applied no matter what type of permission is required (i.e. bay suspension, dispensation or special permission). • To address recognised system and process flaws and inconsistencies. • To help manage the increasing demands on our kerbside space and the impacts from further growth and development by encouraging the safe and expeditious movement of traffic and the provision of suitable and adequate kerbside parking facilities for all users. To help ensure that residents are not disproportionately disadvantaged when resident bays become suspended in their locale <p>The beneficiaries of the proposals are: all general road users, in that the changes help the Council</p>

achieve its statutory responsibility to ensure, where reasonably practicable, the safe and expeditious movement of traffic including pedestrians, as well as the need to ensure the provision of suitable and adequate parking facilities on the public highway, and; local residents, as the proposals should discourage unnecessary and longer-term suspension of parking bays.

The only detriment that the changes have is a financial one to those who wish to suspend a parking bay for a period of time.

Details of the lead person completing the screening/EIA

(vi) Full Name: Darren Montague

(ii) Position: Service Implementation Manager

(iii) Unit: Parking Services

(iii) Contact Details: dmontague@westminster.gov.uk, x2293

Date sent to Equalities@westminster.gov.uk

2 September 2016

Version number and date of update

V2.0 – 23 Aug 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	X	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
X		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No X
1.4	How have you come to this decision?
	Only very minimal impact (people on low income). Whilst the changes include charge increases, these are only small for individuals who would generally only require short-term suspension durations up to a few days at a time (e.g. a £2 increase for a one-day suspension). The increases are more significant for longer-term suspensions which would affect companies, businesses and utilities.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

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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.

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SECTION 4: REDUCING & MITIGATING IMPACT

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

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SECTION 5: ACTION PLAN

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	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Darren Montague

UNIT: Parking Services

EMAIL & TELEPHONE EXT: dmontague@westminster.gov.uk, x2293.

DATE (DD/MM/YYYY): 23/08/16.

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
9.5 Paid for Parking Tariffs & Operational Policy Review
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>In managing and responding to the future growth of the City, it is vital that the Council periodically reviews how its kerbside is managed to ensure our transport network and the quality of our public realm keeps pace with the environmental challenges and economic opportunities that have the potential to benefit all of those who live in, work in and visit our City. Parking tariffs for on-street casual parking are therefore reviewed periodically. This EIA is based on the review of on-street parking tariffs which was carried out in 2015.</p> <p>Prior to this 2015 review, the last city-wide parking tariff increase occurred in 2009 when an inflationary increase was applied and a variable tariff trial implemented within E zone (Mayfair & St James's). A further review of tariffs was carried out in September 2011 and Cabinet Member approval was granted for a 10% inflationary increase city-wide. However, this was only implemented in part in Westminster's outer controlled parking zones in November 2011. No tariff changes were implemented in the central zones and prior to the 2015 review tariffs here remained at 2009 levels.</p> <p>The recommendations coming out of the review were approved by the Cabinet Member for Sustainability and Parking in December 2015.</p> <p>The changes made following the review were as follows –</p> <ul style="list-style-type: none"> • Implementation of a city-wide casual parking tariff increase, with the exception of motorcycle parking charges. • Withdrawal of the variable tariff in zone E so a single flat tariff applies during controlled hours. • Alignment of tariffs in F zone (Hyde Park, Marylebone & Fitzrovia). • Amendment of parking tariffs in C zone to ensure a closer alignment and consistency with neighbouring boroughs. • Re-alignment of the cost of trades permits to the cost of the relevant casual parking tariffs. • The publication of Variation Notices issued under section 46A of the Road Traffic Regulation Act 1984, in order to give effect to changes in casual parking tariffs. <p>The rationale for the changes can collectively can be summarised as follows -</p> <ul style="list-style-type: none"> • As a demand and restraint pricing mechanism to help manage increasing demands on our kerbside and strategic highway network and to manage the expectant impacts from further growth and development by encouraging the safe and expeditious movement of traffic and the provision of suitable and adequate kerbside parking facilities for all users. • To be more consistent with neighbouring boroughs so that parking is not inordinately displaced into Westminster's available kerbside space. • To align the Council's kerbside tariffs so that charges are consistent, fair and consistently applied across the whole of the borough.

The beneficiaries of the changes are general road users, in that the proposals would help the Council achieve its statutory responsibility to ensure, where reasonably practicable, the safe and expeditious movement of traffic including pedestrians, as well as the need to ensure the provision of suitable and adequate parking facilities on the public highway.

The only detriment that the changes could have is a financial one to those who regularly pay to park on-street.

Details of the lead person completing the screening/EIA

(vii) Full Name: Darren Montague

(ii) Position: Service Implementation Manager

(iii) Unit: Parking Services

(iii) Contact Details: dmontague@westminster.gov.uk, x2293

Date sent to Equalities@westminster.gov.uk

2 September 2016

Version number and date of update

V2.0 – 23 August 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	X	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
X		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Only very minimal impact (people on low income). Whilst the changes included charge increases, these are only small for individuals who would generally only require short-term parking. The proposals also align charges with neighbouring boroughs so parking in Westminster would still be no more expensive than in parking in neighbouring boroughs and cheaper than parking off-street.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster’s population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	<p>Column A – Issues or barriers, things to take into account</p>	<p>Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>
	<p><i>Enter additional rows if require</i></p>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/>	<p>25. No major change (no impacts identified) Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</p>
	<input type="checkbox"/>	<p>26. Adjust the policy You will take steps to remove barriers or to better advance equality.</p>
	<input type="checkbox"/>	<p>27. Continue the policy (impacts identified) You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p>
	<input type="checkbox"/>	<p>28. Stop and remove the policy There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p>

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 979</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>
<p><i>Enter additional rows if required</i></p>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Darren Montague

UNIT: Parking Services

EMAIL & TELEPHONE EXT: dmontague@westminster.gov.uk.

DATE (DD/MM/YYYY): 23/08/16.

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
9.6 Decommission of Wireless CCTV Estate and Partial Replacement t of Automated Cameras for Enforcement of Moving Traffic Contraventions
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Parking Services are undergoing a programme of replacing the existing wireless CCTV operation with a reduced estate of automated cameras that allow WCC to continue to effectively manage the kerbside through the enforcement of Moving Traffic Contraventions.</p> <p>The Council entered into a contract with NSL Limited for the provision of CCTV Parking Enforcement on 1 July 2010 for a period of 4 years. This was extended by Deed of Variation on 26 June 2014 for a period of two years and the contract therefore expired on 30 June 2016.</p> <p>Within the Business Processing & Technology (BPT) contract provision was made for the call off of attended CCTV vehicle solutions and unattended CCTV cameras; as well as the provision of CCTV personnel for the purposes of capture and review of the service.</p> <p>Through the change control mechanism within the BPT Contract, Parking Services called off both the provision of devices, and personnel to manage the review and processing of contraventions with effect from 1 July 2016, in line with the expiry of the contract.</p> <p>Under the NSL contract, CCTV was managed through the use of 49 DV Tel WiFi cameras provided under a separate contract with Serco, due to expire in December 2016. The equipment was attended meaning that it requires an operator to manually capture each contravention. It is highly labour intensive and an operator was only able to capture one contravention from a grid of cameras at any one time. The capture and review was managed from the Parking CCTV control room based at Lisson Grove.</p> <p>Since the Deregulation Act 2015 came into force in April 2015 the use of CCTV devices in the enforcement of parking contraventions has been heavily restricted and CCTV operations are now limited to the enforcement of Moving Traffic Contraventions (MTCs) and parking restrictions at a very small number of locations, primarily school keep clear areas and bus stop clearways.</p> <p>The fact that a large number of cameras were not in locations that required the management of MTCs, a decommissioning process took place, removing cameras unless they could be used for other relevant purposes (MTCs and/or Crime & Disorder purposes).</p> <p>The Manual capture system was not considered an efficient or effective way of maintaining the free flow of traffic in busy areas; particularly when considered against technological advancements in recent years. Because</p>

of the labour intensive nature of the operation it was an expensive contract to manage and the annual management fee for this contract prior to Deregulation was £1,234,428.

The enforcement of Moving Traffic Contraventions enables us to combat dangerous manoeuvres on Westminster's roads, improve safety and reduce congestion. The decision was therefore made to replace the operation with the introduction of 11 automated cameras and transfer the review function from Lisson Grove to NSL's back office operation in Dingwall in July 2016.

The Council has already trialed this technology in two locations; St Georges Drive and Carlton Hill and the technology has proved to be very successful with a high degree of accuracy and improved efficiencies in the back office. The service is planning to retain the camera at St Georges Drive but due to compliance improvements the camera in Carlton Hill will be decommissioned as part of this rationalisation programme.

Three sites (of the existing 22) managed by existing wireless technology were replaced by automated cameras. There is also an intention to introduce cameras at a number of new locations, with agreement being given for an estate of 11. The sites have all been identified as having low compliance and the CCTV Governance Group approved the use of automated cameras for MTC enforcement here. Compliance will be monitored post the implementation of the new cameras and when compliance has improved to an acceptable level we would move the camera to a new location from the already approved list of locations.

Where new locations are identified as requiring management of MTCs through CCTV either through complaints or compliance audits, further approval would be sought from the CCTV Governance group to enforce at these locations and if granted they would be added to the list of approved locations at which cameras could be moved to.

The move to automated camera technology will remove the need for any manual camera operation, and significantly reduce the costs of managing the operation.

In addition to this, WCC continues to operate CCTV vehicles. The strategy for the decommission and/or replacement of vehicles is being managed via a separate change request, with the intention being that their use be phased-out by December 2016.

Details of the lead person completing the screening/EIA

(viii) Full Name:	Darren Montague
(ii) Position:	Service Implementation Manager
(iii) Unit:	Parking Services
(iii) Contact Details:	dmontague@westminster.gov.uk , x2993

Date sent to Equalities@westminster.gov.uk

2 Sep 2016

Version number and date of update

V1.0 – 31 Aug 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 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	X	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
X		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No X
1.4	How have you come to this decision?
	<p>The changes have no significant impact on any listed group.</p> <p>The automated cameras only capture contraventions for review by back office operatives. All operatives are BTEC trained and vehicle operatives are SIA licensed.</p> <p>Full privacy assessments have been/are carried out and all usage complies with the IOCs Code of Practice.</p> <p>This change has no TUPE implications or redundancies of existing staff as those affected were redeployed elsewhere by NSL into their business.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="width: 50%; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="width: 50%; padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr><td style="height: 30px;"> </td><td> </td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td> </td> </tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 40%; padding: 5px;">29. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="padding: 5px;">30. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="padding: 5px;">31. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="padding: 5px;">32. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	29. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	30. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	31. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	32. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
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<input type="checkbox"/>	32. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

5.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 990	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Darren Montague

UNIT: Parking Services.....

EMAIL & TELEPHONE EXT: dmontague@westminster.gov.uk, x2293.....

DATE (DD/MM/YYYY): 31/08/16.....

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

All completed EIAs should be sent to: Equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title	
9.7 Pay-to-Park Minimum Stay Duration	
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed? 	
<p>The RingGo pay-to-park service has been provided by Cobalt via WCC's Business Processing and Technology contract with NSL since July 2014. Despite commonly being referred to as 'pay by phone', Parking Services' pay-to-park service enables motorists to pay for their parking session through a number of different channels and devices.</p> <p>The RingGo system currently allows motorists in Westminster to purchase parking time in one minute increments and has no set minimum charge/stay. Motorists are therefore able to purchase one minute of parking and many motorists commonly do this in the following scenarios: firstly, policy dictates that blue disabled badge holders and WCC car club drivers are granted an hour's free parking after the expiry of a payment, meaning that such drivers can obtain 61 minutes parking by purchasing just one minute of parking time. In fact, allied to other concessionary policies, such vehicles will not be subject to enforcement action until the payment has expired by 63 minutes; secondly, the Deregulation Act 2015 dictates that motorists must be given 10 minutes' grace in parking bays after the expiry of a payment to park. In this instance, the purchase of one minute's parking effectively grants 10 minutes parking time before the vehicle can be enforced against. In both scenarios there is nothing to then stop the motorist purchasing a further one minute to start the cycle over again.</p> <p>Contractually, WCC internalises the transaction fee and associated charges. For every transaction, WCC pays Cobalt a set transaction fee, pays a further payment service provider fee as well as a merchant acquiring fee, which varies depending on the type of card used, debit or credit. Many other local authorities externalise these charges through the charging of an additional 'convenience fee' to use the pay by phone system or by incorporating them into the charge to park.</p> <p>To ensure that the City Council does not lose money on small pay-to-park transactions, it is proposed that a minimum stay be introduced, suggested to be 15 minutes. This is considered the most practical way of WCC covering costs and effectively externalising the charges.</p>	
Details of the lead person completing the screening/EIA	
(ix) Full Name:	Darren Montague
(ii) Position:	Service Implementation Manager
(iii) Unit:	Parking Services
(iii) Contact Details:	dmontague@westminster.gov.uk , x2293

Date sent to Equalities@westminster.gov.uk
TBC
Version number and date of update
V1.0 – 28 Sep 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	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"/>	X	<input type="checkbox"/>
Particular ethnic groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
People in particular age groups	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	X	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				

1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?						
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">None/ Minimal</th> <th style="width: 50%; text-align: center;">Significant</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">X</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</td> <td>Significant impact would be where there is an impact is identified that has substantial impact on any groups.</td> </tr> </tbody> </table> <p style="text-align: center;">If the answer is “significant” consider doing a full EIA</p>	None/ Minimal	Significant	X	<input type="checkbox"/>	None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.
None/ Minimal	Significant						
X	<input type="checkbox"/>						
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.	Significant impact would be where there is an impact is identified that has substantial impact on any groups.						
1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal						
	Yes <input type="checkbox"/> No X						
1.4	How have you come to this decision?						
	<p>Impact has only been identified for two groups: disabled people and people on low income, and this impact is considered to be minimal.</p> <p>Whilst the proposed change would introduce a minimum charge and effectively increase charges for those wishing to park for a short duration, which anecdotally <i>could</i> be disabled blue badge holders most commonly, the charge increases are only relatively small. Hourly tariffs vary throughout Westminster’s eight parking zones. A 15 minute minimum stay for example would currently equate to a £1.23 charge in Westminster’s zones with the highest hourly tariff (E&F) and 43p in the lowest (C). These are compared with current one minute purchases of 8p in E&F zones and 3p in C zone.</p> <p>The extra hour concession for disabled blue badge holders after the expiry of a payment would still apply, as would the Deregulation Act 10 minute grace period.for all.</p> <p>The proposals align policy with most other London authorities who operate a similar service elsewhere throughout the capital.</p> <p>Motorists will still be able to able to purchase parking in one minute increments over and above the 15 minute minimum purchase.</p> <p>A 30 minute minimum purchase currently operates at all of our Payment Terminals.</p>						

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 														
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%; padding: 5px;">How many people use the service currently? What is this as a % of Westminster’s population?</td> <td style="width: 55%;"></td> </tr> <tr> <td style="padding: 5px;">Age</td> <td></td> </tr> <tr> <td style="padding: 5px;">Disability</td> <td></td> </tr> <tr> <td style="padding: 5px;">Gender</td> <td></td> </tr> <tr> <td style="padding: 5px;">Race</td> <td></td> </tr> <tr> <td style="padding: 5px;">Religion or belief</td> <td></td> </tr> <tr> <td style="padding: 5px;">Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster’s population?		Age		Disability		Gender		Race		Religion or belief		Sexual orientation	
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Age															
Disability															
Gender															
Race															
Religion or belief															
Sexual orientation															
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster’s population is on the Equalities page on the WIRE.</i>														
	<p><i>If yes, provide details.</i></p>														

<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #F4C49E;"> <th style="padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="padding: 5px;">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th> </tr> </thead> <tbody> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr><td style="height: 30px;"></td><td></td></tr> <tr> <td style="padding: 5px;"><i>Enter additional rows if require</i></td> <td></td> </tr> </tbody> </table>		Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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<i>Enter additional rows if require</i>																		
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 5%; text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="width: 35%; background-color: #FFFF00; padding: 5px;">33. No major change (no impacts identified)</td> <td style="padding: 5px;">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">34. Adjust the policy</td> <td style="padding: 5px;">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">35. Continue the policy (impacts identified)</td> <td style="padding: 5px;">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td style="text-align: center; vertical-align: top;"><input type="checkbox"/></td> <td style="background-color: #FFFF00; padding: 5px;">36. Stop and remove the policy</td> <td style="padding: 5px;">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>		<input type="checkbox"/>	33. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	34. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	35. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	36. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.				
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<input type="checkbox"/>	36. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.																
4.3	Please document the reasons for your decision																	

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
	<p>Page 1000</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>
<p><i>Enter additional rows if required</i></p>							

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Adam Warnes

UNIT: Parking Services

EMAIL & TELEPHONE EXT: awarnes@westminster.gov.uk, x4074

DATE (DD/MM/YYYY): TBC

WHAT NEXT?

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City of Westminster

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- You are making changes that will affect front-line services
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All EIAs for proposed changes to levels of service arising from budget proposals must be completed by **2 September 2016**.

Title				
6.2 Enforcement of national mandatory HMO Licensing regime within Westminster – increase in come target from licence fees from £148,000 to £183,000				
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed? 				
<p>Under the Housing Act 2004, local authorities are responsible for enforcing a national mandatory licensing regime for certain types of houses in multiple occupation (HMOs). Such properties require a licence to operate for which a fee is payable.</p> <p>This duty is enforced borough-wide by the Residential Services team ensuring properties are appropriately licensed. Applications are determined in a timely fashion, and licence conditions are imposed to ensure the satisfactory management of these properties.</p> <p>Non-compliance with HMO licensing requirements result in further legal action by way of prosecution through the court system.</p> <p>Licensable HMOs are identified through a number of routes;</p> <ul style="list-style-type: none"> • Direct contact from landlords and tenants • Direct contact from residents in neighbouring properties • Referrals from internal partners including Planning Enforcement & City Inspectors • Interrogation of data within other Council departments e.g. Council tax <p>It is accepted that there are likely to be a significant number of unlicensed HMOs operating within Westminster. Residential Services intends to work more proactively to identify these properties and bring them into the licensing regime.</p> <p>HMO licences last for a maximum of 5 years. The current licence fees are as follows;</p> <table data-bbox="145 1568 957 1646"> <tr> <td>New HMO Licence</td> <td>£285 per unit of accommodation</td> </tr> <tr> <td>Licence Renewal</td> <td>£255 per unit of accommodation.</td> </tr> </table> <p>By way of example, a new licence for a HMO consisting of 5 flats will cost £1425 (£285 x 5).</p> <p>The licence fee has been calculated using a prescribed toolkit designed for this purpose, and recoups all the costs incurred by Westminster City Council in operating the licensing regime to ensure the service is cost neutral.</p> <p>Information on licence fees, the licensing process, and standards required in HMOs is provided to customers on the Council's website at; https://www.westminster.gov.uk/residential-environmental-health-private-tenants</p>	New HMO Licence	£285 per unit of accommodation	Licence Renewal	£255 per unit of accommodation.
New HMO Licence	£285 per unit of accommodation			
Licence Renewal	£255 per unit of accommodation.			

The HMO licencing regime exists to ensure standards are maintained in these types of properties which historically show poorest conditions. Licencing requirements are enforced to the health and safety of occupying tenants is protected by way of the proper management and maintenance of properties. Licence holders must meet a “fit and proper” person test to hold a licence. HMO licencing brings about the raising of housing standards in the HMO sector, and the resultant benefit to the health of occupying residents. It also improves the performance of property landlords, and ensures they are aware of all their legal responsibilities in operating such properties.

Details of the lead person completing the screening/EIA

(i) Full Name: Ian Hennessy

(ii) Position: Team Manager

(iii) Unit: Residential Services, Public Protection & Licencing

(ii) Contact Details: ihennessy@westminster.gov.uk
0207 641 8965

Date sent to Equalities@westminster.gov.uk

Version number and date of update

Version 1

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	N/A	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal		Significant		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	There are currently 274 licensed HMOs within Westminster. An average HMO has been approximated as containing 9 units of accommodation. Therefore, this approximates to 2,466 residents who reside in a licensed HMO. This represents roughly 1% of Westminster's current population (226,841)
	Age	There is no reliable data on the age of occupants within licensed HMOs. Anecdotally, single, younger persons aged 20-40 will typically be found in these properties. However, there are instances where older residents on protected tenancies are long-term residents of licensed HMOs
	Disability	People with disabilities are generally unlikely to live in a licensed HMO where facilities are generally shared.
	Gender	There is no evidence of people of a particular sex being more or less likely to reside in a licensed HMO.
	Race	There is no evidence of people of a particular race being more or less likely to reside in a licensed HMO.

	Religion or belief	There is no evidence of people of a particular religion being more or less likely to reside in a licensed HMO.
	Sexual orientation	There is no evidence of people of a particular sexual orientation being more or less likely to reside in a licensed HMO.
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	No	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	No	

SECTION 3: ASSESSING THE IMPACT

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>				
	<p>No consultation has been carried out. Mandatory licencing of HMOs is a statutory duty; no consultation is required.</p>				
3.2	What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>				
	<p>The key potential impact will be on landlords who will be subject to the licencing regime, and will have to pay a licencing fee in order to operate their properties. However, licencing fees are a minute proportion of the expected rental income of these properties, and the impact is therefore considered minimal.</p> <p>HMO licences last for a maximum of 5 years. The current licence fees are as follows;</p> <table data-bbox="248 1263 1054 1339"> <tr> <td>New HMO Licence</td> <td>£285 per unit of accommodation</td> </tr> <tr> <td>Licence Renewal</td> <td>£255 per unit of accommodation.</td> </tr> </table> <p>By way of example, a new licence for a HMO consisting of 5 flats will cost £1425 (£285 x 5).</p> <p>The licence fee has been calculated using a prescribed toolkit designed for this purpose, and recoups all the costs incurred by Westminster City Council in operating the licencing regime to ensure the service is cost neutral.</p> <p>Information on licence fees, the licencing process, and standards required in HMOs is provided to customers on the Council's website at; https://www.westminster.gov.uk/residential-environmental-health-private-tenants</p>	New HMO Licence	£285 per unit of accommodation	Licence Renewal	£255 per unit of accommodation.
New HMO Licence	£285 per unit of accommodation				
Licence Renewal	£255 per unit of accommodation.				

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	No significant impacts have been identified as a result of this increased target for fee income from HMO licence fees.	
	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input checked="" type="checkbox"/> 1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
	<input type="checkbox"/> 2. Adjust the policy	You will take steps to remove barriers or to better advance equality.
	<input type="checkbox"/> 3. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.
	<input type="checkbox"/> 4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p> <p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>								
Page 1012	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG	
	<i>Enter additional rows if required</i>							



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

Guidance and tools for completing EIAs are available on the WIRE:

<https://officesharedservice.sharepoint.com/sites/intranet/wcc-comms/Pages/Equality-Impact-Assessments-.aspx>

An EIA e-learning module is available for all Westminster staff:

www.learningpool.com/westminster/course/view.php?id=159

When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

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promote equality of opportunity.

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- 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).

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When you have completed an EIA, please send the final copy to Equalities@westminster.gov.uk

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

Title
6.6 Premises Licence Fee review 2016/17
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?

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

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

A review of the premises licence fees to ensure as close to full cost recovery as possible

- In what context will it operate?

It will apply to all relevant Premises Licence fees

The licensing regimes that the Council are responsible for do allow the Council to charge a fee. Some regimes such as that for alcohol, entertainment and late night refreshment under the Licensing Act 2003 set a statutory fee that cannot be amended. Other regimes, such as that for gambling premises under the Gambling Act 2005 sets a maximum fee that can be charged but the Council can set a reasonable fee up to that maximum to recover their costs. The vast majority of regimes that the Council are responsible for do permit a fee to be set by the Council to recover its costs. These regimes are:

Animal Boarding Establishments – Animal Boarding Establishments Act 1963

Auction Premises – Greater London Council (General Powers) Act 1984, Part 6

Dangerous Wild Animals – Dangerous Wild Animals Act 1976

Dog Breeding Establishments – Breeding of Dogs Act 1973

Exhibitions (Prescribed Venues) – Greater London Council (General Powers) Act 1966

Hypnotism – Hypnotism Act 1952

Marriage Venues – Marriages and Civil Partnerships (Approved Premises) Regulations 2005

Performing Animals – Performing Animals (Regulations) Act 1925

Pet Shops – Pet Animals Act 1951

Poisons – Poisons Act 1972

Riding Establishments – Riding Establishments Act 1964

Scrap Metal Dealers – Scrap Metal Dealers Act 2013

Sex Establishments – Local Government (Miscellaneous Provisions) Act 1982

Special Treatment Premises Licences – London Local Authorities Act 1991

Sports Grounds – Safety at Sports Grounds Act 1975

Zoos – Zoo Licensing Act 1981

Timothy Hemming, owner of Simply Pleasures Ltd, led a case on behalf of various sex shops contesting the level of licence fees for sex shops charged by Westminster City Council on the basis they could not be considered reasonable. This case is being heard at the European Court of Justice

The current fees for the Licensing Act 2003 licenses are set nationally by central government. The City Council does not fully recover its costs as the delivery of the licensing function takes more resource than is able to be recovered through the national fee model. The government are committed to looking at the localisation of licence fees for the Licensing Act 2003

- Who is it intended to benefit and how?

This change will ultimately benefit Westminster council taxpayers by ensuring that the service provided by the Westminster Licensing Authority is as close to cost neutral as possible and does not

rely on money that could otherwise be allocated to other service areas.

- What results are intended?

To recover as close to full costs of service provision as possible

- Why is it needed?

To recover as close to full costs of service provision as possible, ensure the service is financially sustainable and does not rely on subsidy from other areas of council resource.

Details of the lead person completing the screening/EIA

(i) Full Name: David Hine

(ii) Position: Team Manager

(iii) Unit: Public Protection and Licencing

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

Date sent to Equalities@westminster.gov.uk

09.08.16

Version number and date of update

Version 1. 09.08.16

Version 2. 20.09.16

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

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

1.1 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>	
If the answer is “negative” or “unclear” consider doing a full EIA				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
None/ Minimal <input checked="" type="checkbox"/>		Significant <input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
If the answer is “significant” consider doing a full EIA				

1.3	Using the screening information in questions 2.1 and 2.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	The Licensing Service does not hold this type of data/information in relation to licence applications or licence holders to be able to demonstrate that the fee review will have the potential to disproportionately impact on any of the above mentioned following groups

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Age	
	Disability	
	Gender	
	Race	
	Religion or belief	
	Sexual orientation	

<p>2.2</p>	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
<p>2.3</p>	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	<p>Column A – Issues or barriers, things to take into account</p>	<p>Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>
	<i>Enter additional rows if require</i>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 5. No major change (no impacts identified)	<p>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.</p>
	<input type="checkbox"/> 6. Adjust the policy	<p>You will take steps to remove barriers or to better advance equality.</p>
	<input type="checkbox"/> 7. Continue the policy (impacts identified)	<p>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p>
	<input type="checkbox"/> 8. Stop and remove the policy	<p>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p>

4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

This section is for actions related any of the 9 protected characteristic: Age, Disability, Gender, Gender reassignment; Pregnancy & maternity, Race, Sexual Orientation or Religion/Belief

<p>5.1</p>	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
<p>Page 1024</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>	<p>RAG</p>
	<p><i>Enter additional rows if required</i></p>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Sara Sutton

FULL NAME: Sara Sutton

UNIT: Public Protection and Licensing

EMAIL & TELEPHONE EXT: ssutton@westminster.gov.uk

DATE (DD/MM/YYYY): 29/09/16

WHAT NEXT?

It is the responsibility of the service to complete an EIA to the required standard and the quality and completeness of EIAs will be monitored by EMT.

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by 2 September 2016.

All completed EIAs should be sent to: Equalities@westminster.gov.uk

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City of Westminster Cabinet Report

Decision Maker:	Cabinet
Date	20 February 2017
Classification:	For General Release
Title:	Capital Strategy 2017/18 to 2021/22, forecast position for 2016/17 and future years forecasts summarised up to 2030/31
Wards Affected:	All
Policy Context:	To manage the Council's finances prudently and efficiently
Financial Summary:	This report outlines the City Council's capital strategy and proposed expenditure and income budgets from 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31. It outlines the proposed £2.130bn General Fund expenditure budget, funded by £398.379m external funding, £494.817m capital receipts with a £1.237bn net funding requirement from 2016/17 to 2030/31. Funding of the proposed programme, revenue implications and risks and mitigations are detailed.
The Report of:	Steven Mair, City Treasurer Tel: 0207 641 2904 Email: smair@westminster.gov.uk

1. Executive Summary

- 1.1 This report outlines the City Council's capital strategy and proposed expenditure and income budgets from 2017/18 to 2021/22, forecast position for 2016/17 and outlines future years' forecasts summarised up to 2030/31. The Council has developed a significant, long-term capital strategy. This report includes the detail of this up to 2021/22 and also summarised information up to 2030/31 to clearly show the full quantum of expenditure commitments during this period. This is to ensure that the benefits the Council intends to deliver through the programme are financially viable in the long-term.
- 1.2 Section 3 of the report provides details on the policy context within which the programme is constructed and the aims and objectives it is designed to deliver. The report further sets out, in sections 4 and 5, the governance processes which establish the principles to be followed in agreeing how to invest capital resources and achieve value for money for the Council.
- 1.3 The Council has a significant capital programme across both the General Fund and the Housing Revenue Account (HRA). This supports the strategic aims of the Council, as defined in its *City for All* programme, with its vision for a city of choice, aspiration and heritage. Capital proposals are considered within the Council's overall medium to long term priorities, and the preparation of the capital programme is an integral part of the financial planning process. This includes taking account of the revenue implications of the projects in the revenue budget setting process.
- 1.4 The General Fund capital programme covers three areas of expenditure. These are:
- **development** – these schemes will help the Council achieve strategic aims and generate income (£925.22m);
 - **investment** – schemes within this category will help to generate income and increase the diversification of the Council's property portfolio and will be self-funded by creating additional income; and efficiency savings (£50.00m)
 - **operational** – these schemes are related to day to day activities that will ensure the Council meets its statutory requirements (£1,155.20m).

These categories are explained in more detail in section 5 of this report.

- 1.5 These programme areas will deliver a wide range of benefits to the City, including:
- new improved leisure, adult social care and education facilities, as well as enterprise space and improved public realm;
 - 969 new and replacement affordable homes are planned, with 345 being located within the Council's regeneration and infill sites;
 - improved public spaces, transport and other infrastructure to ensure the continued success of the West End as a business, leisure and heritage destination;
 - improved public realm and pedestrian environment to accommodate safe and efficient travel in the City;
 - well-maintained, efficiently managed infrastructure, allowing residents, businesses and visitors to enjoy clean, high quality streets.
- 1.6 The report includes a summary overview of proposed budgets which is followed by a more detailed breakdown of the programme by service. This includes an analysis of the changes in the programme from that approved in 2016, risks and how these will be mitigated, and the financial implications of the programme.
- 1.7 The Housing Revenue Account capital programme has a value of £701m over the next five years (2017/18 to 2021/22), which was presented to Cabinet for approval on 12th December 2016.
- 1.8 The changes from the currently approved 2016/17 to 2020/21 General Fund programme are detailed in paragraph 7.5 Overall, a net £625m would be added to the programme if all projects are approved.
- 1.9 In addition, some projects have been reprofiled, for a variety of reasons including delays in the tender process, completion of acquisition/land assembly stages, obtaining planning permission and starting on-site construction. These changes have no net impact on the overall cost of the programme.
- 1.10 The proposed budget is fully funded, but this depends on the schemes being delivered on time, within budget and capital receipts being generated as anticipated. The impact of potential changes in cost and timescale are fully explored in Section 10 of the report. Any increases in expenditure or reductions in external funding will need to be managed by the service areas and either contained within the project or funded from elsewhere within the relevant service.

Recommendations

That the Council be recommended:

- 1.11 To approve the capital strategy as set out in this report
- 1.12 To approve:
 - 1.12.1 The capital expenditure for the General Fund as set out in Appendix A1 and A2 for 2017/18 to 2021/22;
 - 1.12.2 The capital expenditure for the General Fund as set out in Appendix A1 and A2 for Future Years;
 - 1.12.3 The revised capital expenditure budgets for the General Fund as set out in Appendix A1 and A2 for 2016/17 forecasts; and
 - 1.12.4 The expenditure forecast for 2016/17 for the HRA as set out in paragraph 10.6.5.
- 1.13 To approve the capital expenditure for the HRA for 2017/18 to 2021/22 as approved in the 30 year HRA Business Plan and as included in paragraph 10.6.5.
- 1.14 To note the financial implications of the HRA capital programme including the references to the debt cap and the level of reserves as detailed in paragraph 10.6.
- 1.15 To approve that in the event that any additional expenditure is required by a capital scheme over and above this approved programme the revenue consequences of this will be financed by revenue savings or income generation from relevant service areas
- 1.16 To approve the revised terms of reference of the Capital Review Group (CRG) as included in Appendix B. The changes are outlined in paragraph 4.2
- 1.17 To approve that all General Fund projects follow the business case governance process as set out in section 4 of this report and in Appendix C.
- 1.18 To approve the roll forward of the unspent balance of £12.5m for investment schemes into 2017/18 and the drawdown of the second £25m tranche of funding for investment schemes. This will be available subject to a full assessment of all proposed investments to ensure they have a business case and provide value for money for the Council, and approval by the City Treasurer and CRG.

- 1.19 To approve that no financing sources unless stipulated in regulations or necessary agreements are ring fenced
- 1.20 To approve that a sum of £12m is held for schemes not yet identified which are fully funded by external grants and/or contributions by a minimum of £10m leaving the Council to potentially fund a net £2m, as described further in paragraphs 8.2.50 – 8.2.51
- 1.21 To approve that contingency is held corporately, with projects required to bid for them in the event they are required to fund capital project costs. Bids would be reviewed and approved or rejected by the Capital Review Group. The value of these contingencies is £105.1m
- 1.22 To note the proposed use of new capital receipts under the freedoms of the Flexible Capital Receipts regulations to fund revenue spend on City Hall, Digital Programme and Pension Deficit Recovery, and leading to future on-going savings. This proposal will be recommended for approval in the Budget Setting and Council Tax Report
- 1.23 To approve that the financing of the capital programme be delegated to the City Treasurer as part of routine quarterly closure of accounts process.

2. Reasons for Decision

- 2.1 The Council is required to set a balanced budget and the capital strategy and subsequent capital programme form part of this process, along with the governance process to monitor and manage the programme

3. Policy Context

3.1 The capital strategy is based on the strategic aims of City for All. This has three clear priorities for the 2017/18, each of which are underpinned by robust delivery programmes:

- The Council will place a renewed focus on how the council supports the interests of residents whilst also recognising the very important role the city's businesses play in creating economic prosperity.
- The Council will place a particular focus on supporting the aspirations of families in the city.
- As a global city with 24 hour demands that place particular pressures on our residents and businesses the Council will lead by example, setting the standard and working closely with partners to help deliver a world class city.

3.2 The Council has embarked on an ambitious capital programme, with plans to invest £2.130bn in a number of developments throughout the City. Many of these schemes will help to modernise areas of the City, helping to maintain and develop Westminster's reputation as a global centre of tourism, retail, entertainment and business. The examples below show some of the ways this capital investment will contribute to the key strategic aims of City for All:

- the development projects within the portfolio will result in significant investment which will provide residents of Westminster with new improved leisure, adult social care and education facilities, as well as enterprise space and improved public realm. This will improve the wellbeing and prosperity of residents as well as delivering broader economic benefits. To offset some of these costs there is provision of broader commercial aspects within the developments which will provide on-going revenue income streams or capital receipts.
- a number of large development schemes within the capital programme which are partially funded by the Affordable Housing Fund (AHF) are planning to deliver 969 new and replacement affordable homes by 2021/22, of which 345 will be located with the Council's regeneration and infill sites. This will ease the pressure on temporary accommodation. The building of new residential properties is at the heart of giving residents the opportunity to aspire.
- the West End partnership is a partnership between the public and private sectors, this came together to create a shared vision for the West End, delivering a set of transformational projects. The West End is the most dynamic and diverse city centre in the world. Without investment in its public spaces, transport and other infrastructure, investors will become attracted to better business environments elsewhere - particularly in the context of Brexit

challenges. The Council is in discussions with Government to explore ways of funding these aspirations given the significant wider economic benefits.

- continued investment in the public realm within Westminster creates and preserves spaces where people enjoy living, working and visiting. The investment reflects the pride we take in our role as custodian of the City, protecting our heritage by managing places and spaces that can be enjoyed both now and in the future. Additionally, investment in improving the public realm and pedestrian environment helps to accommodate the safe and efficient movement of growing numbers of people entering and moving around Westminster, managing vehicular traffic and making walking safer and more enjoyable. This creates opportunities for everyone in the city to be physically active.
- the Council's investment in core infrastructure of carriageways, footways, lighting and bridges recognises the commitment the Council has to managing the performance, risk and expenditure on its infrastructure assets in an optimal and sustainable manner throughout their lifecycle, covering planning, design, development, operation, maintenance and disposal. This programme ensures the infrastructure is in a safe and reliable condition, is efficiently managed and means residents and visitors can enjoy clean, high quality streets
- the Investment Property Review will result in significant investment which will provide residents of Westminster with modern leisure facilities, helping to tackle obesity and encourage healthier lifestyles. This is a key component in offering choice to residents about the type of lifestyle they lead. The review will additionally maximise the value of leisure sites by delivering significant commercial income opportunities.

- 3.3 The above is taking place against a background of austerity and significant reductions in central funding for local government. It is therefore a key aim of the Council's capital strategy that it delivers a financial return on investment, such as capital receipts or new revenue streams, or delivering key strategic priorities.
- 3.4 The Council is a key partner in the development of the Sustainability & Transformation Plan (STP) for the North West London region, which comprises eight London boroughs and Clinical Commissioning Groups (CCGs). These plans will be produced across England, showing how local health and social care services will evolve and become sustainable over the next five years.
- 3.5 The Council is leading on the Estates Strategy which aims to reduce the burden on acute care by devolving care delivered from hospitals to modern, multi-purpose primary care facilities. There will be long term

capital implications as a result of the strategy, which is tasked with reducing the capital demand on the NHS.

- 3.6 In October 2016 a revised STP was submitted to NHS England. Over next four years from 2017/18 to 2020/21, the cumulative gross capital requirement is £845m of which £410m is expected to be financed from disposals (£384m) or other funding sources (£26m). The net capital requirement is £435m. The Estates Strategy will aim to focus on acute reconfiguration proposals, development of primary care estate and local services hubs and mental health capital investments. The financial consequence for Westminster is being worked on and will be appropriately reported as this is analysed and refined.
- 3.7 This may involve the sale of surplus real estate to fund new primary care facilities, or joint venture development with house builders to ensure delivery of new facilities as well as new housing stock. It will be necessary to investigate new funding models to identify the most appropriate method for raising capital to deliver the strategy.

4. Governance

- 4.1 The main forum for reviewing financial, risk and governance aspects of the capital programme is the Capital Review Group (CRG). This group reviews the strategic direction of the programme, ensures outcomes are aligned with City for All, significant projects have a viable Business Case and that Value for Money is delivered for the Council. It also monitors the expenditure and funding requirements of the capital programme and subsequent revenue impacts.
- 4.2 The Terms of Reference for the CRG are included in Appendix B. These have been refined for the coming year to reflect the publication of revised Council Financial Regulations, to reflect changes in the way contingencies are managed and to refine the business case and budget setting process that the Council follows.
- 4.3 To manage the business case and budget setting process, CRG has implemented a process which requires all schemes to complete Capital Programme Submission Request (CPSR) forms.
- 4.4 Governance of project business cases will vary depending on the type of work that is being carried out. This process was approved by Full Council in the Capital Strategy report of 2nd March 2016, and is included for reference in Appendix C. This allows CRG to have a full overview of the priorities, risk, deliverables, cost, and revenue implications of all areas of the capital programme.
- 4.5 If the capital programme is over committed once all CPSRs from services have been received, then a process of prioritisation will be required which may result in some projects not being funded within the current budget. This does not preclude the service from re-submitting the CPSR in future years when more funding may be available.
- 4.6 The annual capital programme, which is updated for new proposed schemes, revised profiling, slippage and changes in expenditure projections, is presented to Full Council in March of every year. Council approval of the programme gives an allocation to budget managers in the capital programme. Separate approval is required in line with financial regulations to spend in line with their budget allocations.
- 4.7 In previous years this has covered a five year period. However, the Council has now developed an ambitious programme which has longer-term commitments for large development schemes. For this reason, this report covers the period up to 2030/31.
- 4.8 A key issue in managing the capital programme is in year movements of budgets from one financial year to another. Capital budgets can be re-profiled across years to reflect delays or spend brought forward with appropriate approval. However, re-profiling needs to be managed appropriately to ensure that annual capital forecasts are as accurate as

possible as inaccuracies can lead to long term revenue costs – for example if the Council has to borrow more than originally forecast.

- 4.9 The Council will continually look to ensure that periodic projections during the year are as accurate as possible and where projects do slip, a rigorous process is applied to ensure budget managers are made accountable and gain the relevant approval from CRG to move those budgets into future years with appropriate explanations as to why the project needs re-phasing. For 2016/17 re-profiling reports have been completed for period 3 (including brought forward of some 2015/16 variances) and period 7.
- 4.10 The first call on capital resources will be any operational schemes that are required to be in the programme for statutory or legal reasons. In addition all schemes already contractually committed will be supported and sufficient resources will be provided to enable them to proceed. Schemes which already have approval will be supported providing they continue to have a viable business case which is delivering to Council priorities. Remaining resources will be prioritised to deliver key Council priorities and City for All objectives.
- 4.11 There are a number of circumstances where concerns could be raised about a project in the capital programme including:
- the business case is reviewed and considered to be no longer viable
 - the headline cost figure goes beyond the approved figure
 - issues are raised by other stakeholders e.g. in respect of planning
 - there is a change in Council priorities
- 4.12 While these would be discussed by CRG for the purposes of recommending mitigating action, any formal decision making would be through a Cabinet Member report or the Capital Strategy which is approved by Full Council.
- 4.13 Value for money is a key component of all capital projects. All projects must evidence a level of economy, efficiency and effectiveness in order to be approved. Therefore, projects will have to show that all potential options have been considered, and the option that is chosen is cost efficient and effective in achieving the City for All ethos. In order to achieve this, the Council has put in place the following cornerstones:
- **business case development** – the Council has adopted the Five Case Business Model, which was developed by HM Treasury and the Welsh Government specifically for public sector business case appraisal. The business cases for major projects include full option appraisal and links to core strategy to ensure that they are delivering

on key Council objectives.

- **effective financing** – funding options are constantly reviewed to ensure the most cost effective use of the Council's resources. In order to minimise financing costs, many of the major development schemes will deliver significant capital receipts for reinvestment in future projects, thus reducing reliance on external borrowing. Capital receipts are applied to expenditure where it will provide the most financial benefit.

procurement – robust options and appraisal of procurement routes for projects

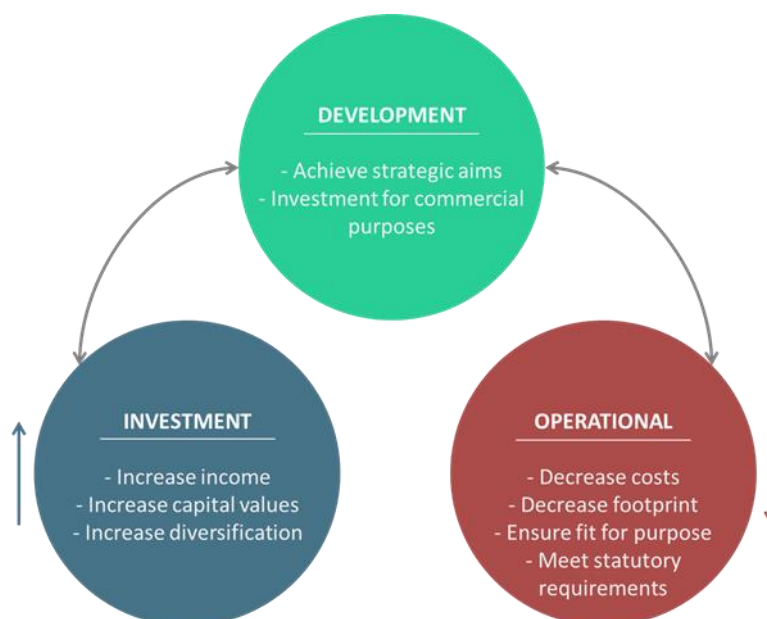
- **risk management** – this function is co-ordinated by CRG, which takes an overview of identifying and mitigating risk across the programme and further developments are planned in this area during 2017/18. More detail on the mechanisms the Council has in place to effectively manage and identify risk can be found in Section 9.
- **project management** – the Council has taken in-year steps to improve training and development of this area and will continue to strengthen it.

5. Overview of Capital Programme and Delivery Strategies

5.1 The Council's capital programme is prioritised into three key areas:

- development
- investment
- operational

5.2 The diagram below provides an overview of these areas



5.3 Development

5.3.1 Development projects are key schemes that directly support the Council's strategic aims, in line with City for All. This includes the long term sustainability of Council services through income generation and meeting service objectives in areas such as affordable housing and regeneration. This will help Westminster's residents and businesses in creating a strong local economy to live and work in, helping to embed the City for All ethos. These factors combined will help to sustain council services and ensure that Westminster City Council remains at the forefront of public service delivery.

5.3.2 Many of the major development schemes will deliver housing for sale on the open market. This will generate capital receipts for the Council, which will be reinvested in future capital expenditure projects. These are projected to contribute 24% of the funding of the Council's capital programme. The risks

associated with reliance on this delivery and funding route are fully explored in Section 9.

- 5.3.3 The Council will review the best delivery routes for development projects. Different delivery routes for projects largely fall into the following categories: self-develop; joint-venture; or developer led. The self-develop option involves the Council undertaking the project independently and therefore provides the greatest level of potential return but also the greatest cost and exposure to risk. The developer option is the opposite; it usually involves selling the opportunity to a developer resulting in the least return but also the least cost and risk. A joint-venture is a compromise between the two, this can be a good option to limit risk, broaden expertise and capacity on the project whilst still sharing in the returns. In both the latter two options it is likely the Council will have to undertake site assembly and the initial stages of planning before a partner is prepared to enter into an agreement on the opportunity.
- 5.3.4 Development schemes make up the majority of the gross capital budget at £833.8m and the majority of capital receipts in the programme, £348.2m, are related to these schemes. The scope of the major development projects is outlined later in this report, organised by Service, and full details can be found in paragraph 8.2.12.

5.4 Investment

- 5.4.1 One of the key objectives is for the Council to maximise its return on investments and grow income through active management of the investment portfolio. Income through these means will support the ongoing financing costs of the capital programme.
- 5.4.2 An initial £50m drawdown facility for investment schemes to generate additional income towards future MTP savings and frontline services was approved as part of the previous year's Capital strategy. This comprised an initial allocation of £25m with further funds of £25m if this proved to generate worthwhile additional income streams and should market conditions be conducive.
- 5.4.3 During 2016/17 the Council made one purchase with these funds for £12.5m, which will return an initial income of £500k per annum plus future rent review increases. The Council is continuing to investigate potential options to invest the remaining funds but to date no suitable schemes have been found. There is therefore £12.5m of the initial allocation remaining with the £25m of further funds which will be drawn

down in 2017/18, subject to suitable opportunities being identified.

- 5.4.4 Each investment will be subject to a detailed assessment report setting out a business case, full investment appraisal and value for money assessment.

5.5 Operational

- 5.5.1 The Council's operational capital strategy is centred on capital improvement works to the Council's operational property portfolio.
- 5.5.2 The main objectives of the operational element of the capital strategy are to ensure assets meet health and safety standards, are fit for purpose in terms of statutory guidance and legislation, as well as helping the Council to reduce costs and reduce its environmental footprint.
- 5.5.3 Another key objective of the operational element is to ensure that the Council continues to invest in its current buildings and long term assets and avoids incurring significant future costs, essentially spending now to save money in the future.
- 5.5.4 Operational schemes in the five year capital programme have a total expenditure of £848.0m. Details of this expenditure and how it is funded can be found in Appendix A.

6. Housing Revenue Account

- 6.1 The expenditure to support this as set out in the five year investment plan is analysed slightly differently to the General Fund as follows:
- HRA major works on the Council's stock
 - regeneration and renewal spend; and
 - other investment plans
- 6.2 Further information on the financial implications of the HRA capital programme can be found in paragraph 10.6

7. Summary Capital Programme

7.1 The original five year capital programme, from 2016/17 – 2020/21, agreed by Full Council on 2 March 2016, can be seen in the table below:

Table 1: Original five year capital programme 2016/17 – 2020/21

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Expenditure						
Adult Services	1,570	750	1,500	26,000	26,000	55,820
Children's Services	8,865	11,779	2,111	250	250	23,254
City Management & Communities	38,661	33,559	15,878	15,500	11,110	114,708
City Treasurer	5,649	5,730	5,750	5,750	205,750	228,629
Corporate Services	1,675	750	2,975	975	1,125	7,500
Growth, Planning & Housing	285,542	304,323	317,496	199,125	172,095	1,278,580
Policy, Performance & Communications	9,327	2,264	-	-	-	11,591
Total Expenditure	351,288	359,155	345,709	247,600	416,330	1,720,081
Funding						-
External Funding	(105,196)	(56,434)	(55,011)	(5,642)	(9,942)	(232,225)
Capital Receipts	(108,100)	(33,250)	(43,276)	(343,090)	(354,754)	(882,470)
Total Funding	(213,296)	(89,684)	(98,287)	(348,732)	(364,696)	(1,114,695)
Net Funding Requirement	137,991	269,471	247,422	(101,132)	51,634	605,386

7.2 A number of approved changes have occurred to the capital programme budget since its original approval in March 2016 as it has been updated to reflect individual project progression. These changes can be summarised as occurring for the following reasons:

- Final outturn at the end of 2015/16 included £6.80m of net in-year underspends that were approved to be carried forward into 2016/17;
- A review of anticipated funding sources was undertaken which re-classified £20.48m of previously categorized capital receipts as being more appropriately designated as external funding;
- A June 2016 review approved the re-profiling of £94.65m gross expenditure from 2016/17 into future years together with £12.60m of external funding sources.
- Additionally, the June review approved further gross expenditure of £0.64m of new expenditure and associated funding of £0.50m (net £0.14m)

- The most significant approved changes of the June review are summarised below:

○ £16.16m	Luxborough Redevelopment	(Reprofiled)
○ £17.37m	Huguenot House Redevelopment	- “ -
○ £21.10m	Investment Property Review	- “ -
○ £10.74m	Dudley House	- “ -
○ £7.64m	Sir Simon Milton UTC	- “ -
○ £2.27m	Developer Projects	- “ -
○ £1.70m	CCTV Crime & Disorder	- “ -
○ £1.64m	Moberley Sports Centre	- “ -
○ £0.60m	33 Tachbrook Street	(New)

- A second review of the capital programme in October resulted in additional re-profiling of a number of schemes. £65.03m of gross expenditure was re-profiled out of 2016/17 and into future years together with £12.83m of expected external funding. Additionally, £83m of capital receipts were also re-profiled.
- As well as re-profiling these projects, a number of other changes were approved in the October review for 2016/17 - £7.48m of reduced expenditure and £14.54m of additional funding was approved along with a forecast reduction of £22m in capital receipts.
- The most significant changes include in the October review are summarised below:

○ £36.35m	Investment Property Review	(Reprofiled)
○ £4.29m	Tresham House	- “ -
○ £2.43m	Coronors Court Works	- “ -
○ £1.50m	Digital Transformation	- “ -
○ £0.06m	Sir Simon Milton UTC	- “ -
○ £83.00m	Capital Receipts	- “ -
○ £22.00m	Capital Receipts	(Reduction)
○ £2.967	West End Partnership (net)	(New)
○ £0.47m	Bond St	- “ -

7.3 A summary table of these changes is shown below

Table 2: Changes between original and current approved budget

	Expenditure £000	Funding £000	Capital Receipts £000	Net £000
Original Budget	1,720,081	(232,255)	(882,470)	605,356
15/16 Roll Forward	6,604	192		6,796
Re-Classification		(20,482)	20,482	-
June 2016 re-profiling	644		(500)	144
October 2016 re-profiling	(7,483)	(14,543)	22,000	(26)
Approved Budget	1,719,846	(267,088)	(840,488)	612,270

7.4 The effect of these changes is illustrated below on a year-by-year basis:

Table 3: Current approved capital programme 2016/17 – 2021/22

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Expenditure							
Adult Services	435	182	-	-	-	-	617
Children's Services	6,737	14,080	2,111	250	250		23,427
City Management & Communities	32,160	26,117	16,078	15,700	11,310	40	101,405
City Treasurer	1,000	5,730	5,750	5,750	205,750		223,980
Corporate Services	1,120	1,025	2,975	975	1,125		7,220
Growth, Planning & Housing	141,971	468,027	318,787	224,925	197,895		1,351,604
Policy, Performance & Communications	7,828	3,764					11,592
Total Expenditure	191,252	518,925	345,700	247,600	416,330	40	1,719,846
Funding							
External Funding	(94,127)	(81,935)	(72,137)	(8,848)	(10,042)		(267,089)
Capital Receipts	(3,600)	(116,200)	(26,150)	(318,884)	(375,654)		(840,488)
Total Funding	(97,727)	(198,135)	(98,287)	(327,732)	(385,696)	-	(1,107,577)
Net Funding Requirement	93,526	320,789	247,413	(80,132)	30,634	40	612,270

7.5 Latest forecasts and new capital bid CPSR submissions will, subject to approval, alter the capital programme. Overall, a net £625m would be added to the programme if all projects are approved – this includes an additional £450m of future year spend as a guide amount to cover general capital net expenditure between the nine years 2022/23 and 2030/31. The most significant changes (those with a change in excess of £3m are summarised in the table below:

	Expenditure	Funding	Capital Receipts	Total
	£000	£000	£000	£000
Net Additions				
Strategic Acquisitions	110,864			110,864
Lisson Grove Improvements	80,000			80,000
Capitalisation of Pension Deficit	30,000			30,000
Property Investment Schemes	25,000			25,000
Huguenot House	18,803			18,803
Seymour Leisure Centre	(47,730)		63,530	15,800
Private Sector Housing Discharge Initiative	15,000			15,000
Stone Mastic Asphalt Replacement	14,000			14,000
City Hall Refurbishment	10,687			10,687
Planned Preventative Maintenance	10,244			10,244
41 Whitcomb Street	(32,822)		36,966	4,144
Externally Funded Public Realm Works	35,893	(32,008)		3,885
Piccadilly Underpass	3,400			3,400
Council Funded Public Realm Works	17,816	(14,685)		3,131
291 Harrow Road	(15,523)	9,740	8,000	2,217
Large Public Realm Works	18,067	(16,114)		1,953
Local Safety & Traffic Mgmt	3,003	(1,465)		1,538
Net Nil Significant Changes				
Berkely Square North Side 1	4,000	(4,000)		-
Cyle Grid	10,039	(10,039)		-
East Mayfair Public Realm	4,300	(4,300)		-
Security Scheme CPNI	10,000	(10,000)		-
Affordable Housing Fund	49,982	(49,982)		-
Net Reductions				
Cavendish Square Car Park	(62,500)			(62,500)
Capital Contingencies	(58,811)	15,000		(43,811)
Investment Property Review	(249,789)	(13,800)	242,860	(20,729)
Moberley Sports Centre Redevelopment	(1,609)	(300)	(15,535)	(17,444)
Temporary Accommodation Purchases	(25,485)	13,705		(11,780)
Ebury Bridge	(29,207)	20,434		(8,773)
Dudley House	(9,880)	4,768		(5,112)
Tresham House	(4,093)			(4,093)
West End Partnership	(3,267)	300		(2,967)
Beachcroft House	5,085	(4,802)	(2,114)	(1,831)
DFG Budget	3,219	(3,759)		(540)
Sub-total	(61,314)	(101,307)	333,707	171,086
Future Year General Capital Prog	450,000			450,000
Net Other	22,585	(30,201)	11,964	4,348
Total	411,271	(131,508)	345,671	625,434

The effect on the overall capital programme of the above amendments is to produce a net capital requirement and spend forecast for 2016/17 and the fourteen years between 2017/18 and 2030/31 of £1.237bn

Table 4: Proposed capital programme 2016/17 – 2030/31

	Forecast	Five Year Plan					Future	Total
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Years to 2030/31 £000	
Expenditure								
Adult Services	435	632	450	400	200	-	-	2,117
Children's Services	3,794	9,566	9,663	250	250	250	-	23,772
City Management & Communities	29,453	83,793	61,624	29,423	19,771	17,299	-	241,363
City Treasurer	11,000	39,176	38,401	22,249	25,898	33,648	43,797	214,169
Corporate Services	1,281	2,722	4,026	2,086	1,125	525	-	11,765
Growth, Planning & Housing	98,971	228,742	213,464	162,189	110,858	114,506	250,716	1,179,445
Policy, Performance & Communications	6,260	1,331	-	-	-	-	-	7,591
Estimated future years operational expenditure	-	-	-	-	-	-	450,000	450,000
Total Expenditure	151,193	365,961	327,628	216,597	158,102	166,228	744,513	2,130,222
Funding								
External Funding	(74,795)	(126,979)	(117,563)	(30,798)	(43,502)	(4,742)	-	(398,379)
Capital Receipts	(3,636)	(93,000)	(22,350)	(29,306)	(110,397)	(51,971)	(184,157)	(494,817)
Total Funding	(78,431)	(219,979)	(139,913)	(60,104)	(153,899)	(56,713)	(184,157)	(893,196)
Net Funding Requirement	72,762	145,982	187,714	156,494	4,203	109,515	560,356	1,237,027

7.6 The high-level changes to the in-year 2016/17 programme are:

- the forecast gross expenditure is £151.2m, which is £40.1m lower than the revised budget. The forecast for external funding is £74.8m, £19.3m lower than the approved budget of £94.1m. The forecast for capital receipts remains unchanged at £3.6m.
- £83m of capital receipts had been reprofiled to 2017/18, reflecting the date these are projected to be realised. The remaining £22m will not be achieved, and have been removed from the programme.

7.7 It should be noted that given the long-term nature of some of the larger development schemes, this has profiled some of the budgets into future years beyond the five year programme. These have been reported in the "Future Years to 2030/31" column for completeness and to ensure the budget is approved within the context of the whole capital programme.

7.8 In addition, an assumption of £50m a year annual expenditure on operational schemes has been included in the programme. This ensures that development and investment schemes are evaluated within a capital programme that includes a full operational expenditure programme.

7.9 The above fully funded position clearly depends on the schemes being delivered on time and within the estimates set out in this report. Any increases in expenditure or reductions in income will need to be compensated for by the relevant project or the consequential revenue impacts funded in full by the individual service.

8. Service Analysis

8.1 The following section reviews what is included in the individual capital programmes for each Council service, excluding the assumed £450m operational budget for future years. This section aims to detail what is included and also explain changes to the schemes included within each service portfolio.

8.2 Growth Planning and Housing

8.2.1 Growth, Planning and Housing (GPH) contains the council's Housing, Investment and Operational Property, Development Planning and Economy & Infrastructure services. For the purposes of this document the HRA is reported separately in paragraphs 8.2.20 to 8.2.29.

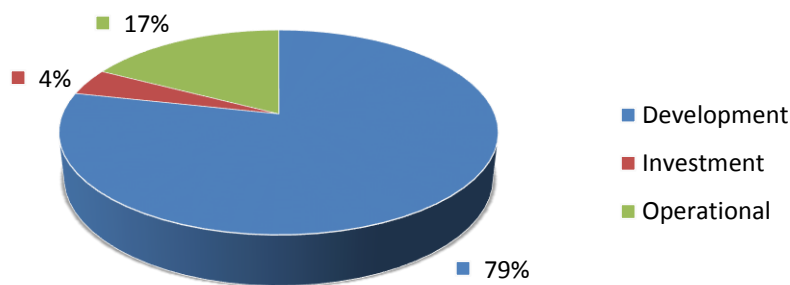
8.2.2 GPH has the largest capital programme within the Council, with an original net budget of £459m over the five years to 2021/22. This included £1.279bn cost offset by income of £0.820bn, mainly from capital receipts. This represented 74% of the Council's General Fund capital budget over this period.

8.2.3 The proposed new programme can be seen in the table below. It should be noted that the future years column only includes development expenditure, and does not include estimated future operational expenditure:

	Forecast	Five Year Plan					Future Years to 2030/31 £000	Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000		
Expenditure	98,971	228,742	213,464	162,189	110,858	114,506	250,716	1,179,445
External Funding	(53,242)	(60,209)	(71,480)	(18,087)	(38,100)	-	-	(241,118)
Capital Receipts	(600)	-	(12,350)	(19,306)	(100,397)	(41,971)	(174,157)	(348,781)
Net Funding Requirement	45,129	168,532	129,634	124,797	(27,639)	72,535	76,559	589,546

8.2.4 This can be broken down across scheme type as shown below:

Breakdown of gross capital expenditure by scheme type (GPH)



8.2.5 The changes from the current budget are that:

- gross expenditure budget for GPH is on track to reduce from £1.279bn to £1.18bn.
- income for this period was £820m and is now forecast in total at £589.9m.
- of the forecast external income, £348.8m is anticipated to be from capital receipts

8.2.6 On a net basis this is a proposed increase of £130m for GPH. However, this does not include the contingency amounts which are now to be held centrally as detailed in Section 9.5.3. When taking this £85.2m into account as well, the increase in GPH capital schemes becomes £215.2m, funded from an increase in capital receipts and borrowing. This is primarily due to changes in the following major projects:

- Cavendish Square – the project as originally envisaged is not commercially favourable so will not be included in the capital programme as a cost to the Council and this has reduced the budget by £62.5m. Options will be explored for a self-financing scheme
- Harrow Road - the scheme involved purchasing land from NHS and developing it. The council put in an offer to buy the land after it was independently valued and this offer has been rejected. The scheme is now not progressing, and this has reduced the budget by £7.4m
- Lisson Grove Programme – this is a new programme and has an initial allocation within the capital programme of £80m. Work will progress during the financial year to develop the budget and costing. This is expected to result

in additional housing and community space as well as better office accommodation.

- Investment Property Review – increase in net budget of £65m, (including strategic acquisitions and excluding contingency), due to an expected reduction in capital receipts. This is largely as a result of an increase in the affordable housing provision, but also linked to market conditions and a greater understanding of what is achievable on the site.
- Moberly and Jubilee – a reduction in budget of £17m, which takes into account the loan repayment in 2021/22
- Seymour – an increase in net budget of £16m. A full scale redevelopment with capital receipts offsetting the investment is not viable due to planning constraints, therefore a smaller refurbishment scheme is being progressed
- Huguenot House – increase in net budget of £21.5m (including strategic acquisitions and excluding contingency), due to expected reduction in capital receipts and more advanced design work which has confirmed the capacity of the site

8.2.7 The key schemes within each of the sections, along with reasons for significant movements from the currently approved programme are detailed below.

General Fund Major Projects

8.2.8 The capital programme presented within this strategy includes a Major Projects gross capital budget of approximately £925.2m, with projected income of approximately £439.6m, giving a net budget of £485.7m. As well as producing capital receipts, many of these projects will also generate an on-going revenue stream that will contribute towards the costs of financing the capital programme.

8.2.9 The Major Projects team have made progress on a number of projects and the capacity of the team has expanded in order to help ensure that these projects are delivered and offer the best value for money to the Council. Some of the milestones achieved to date in 2016/17 include approval for Strategic Outline Cases (SOC) and the approval to spend to develop the designs for the following projects: Huguenot House, Seymour Leisure Centre and the Investment Property Review projects;

and approval of an Outline Business Case (OBC) for Beachcroft; and agreement to proceed with the project to refurbish City Hall.

8.2.10 The Council also has a number of sites under construction with the Moberly and Jubilee phase 1 and the Sir Simon Milton UTC all starting work on site. The Dudley House scheme is also progressing well with demolition now complete and the accelerated programme of the main Design and Build contract has started.

8.2.11 Furthermore, refinement of design work, massing studies and financials has meant a number of projects are now ready to go through the business case process this year and next with members being asked to review the OBCs for Huguenot House and the Investment Property Review. The SOCs for the Lisson Grove programme, Circus Road, Carlton Dene and Westmead are progressing.

8.2.12 Below is a summary of all Major Projects.

➤ Dudley House

Expenditure £m	Income £m	Net expenditure £m
85.4	(51.0)	34.4

Cabinet Member approval has been given to permit officers to enter into the Design and Build contract with Willmott Dixon Partnership Homes to deliver the project. To date the site has been demolished and target completion for the Marylebone Boys School is the 7th September 2018 with the intermediate rent accommodation completing on the 23rd April 2019. The Cabinet Member decision approved an increase in the total capital budget (including prior year expenditure) from £95m to £104m; the cost increase is due to market conditions plus changes in the design as a result of feedback from GLA and planning. The capital budget has been transferred from the Cavendish Square project, and the income from the project will cover the financing costs

➤ Huguenot House

Expenditure £m	Income £m	Net expenditure £m
103.1	(59.0)	44.1

Following a public consultation, the OBC is being progressed and will be presented to Cabinet over the coming months. The project has a number of potential options and the project will be further progressed when Cabinet agree on a preferred way forward. Expenditure has been incurred during 2016/17, which is primarily on the spot purchasing of residential properties in the block as and when they become available.

➤ Sir Simon Milton University Technical College

Expenditure £m	Income £m	Net income £m
8.2	(20.6)	(12.4)

The works are progressing well and the project remains on track to complete the UTC by September 2017. The original budget was based on a different option, to self-develop the site for the Private Residential Sector instead of a developer led approach. The project is almost entirely funded by grant monies.

➤ City Hall Refurbishment

Expenditure £m	Income £m	Net expenditure £m
80.0	-	80.0

During 2017/18 construction work is set to begin on the refurbishment of City Hall on Victoria Street. The programme from 2017/18 has a capital budget of £80m (excluding contingency) with the completed scheme delivering increased income streams for the council from rental income as well as reduced running costs. Towards the end of 2016/17 the decant process will begin which sees all staff currently based at City Hall move out to two temporary locations at 5 Strand and Portland House. This decant process has an allocated revenue budget of £19m to fund the related costs, which will be funded by flexible use of capital receipts.

➤ Circus Road

Expenditure £m	Income £m	Net income £m
21.5	(24.9)	(3.4)

The SOC for this project is currently being developed and a preferred way forward has been identified, which is in line with original proposals.

➤ Seymour Leisure Centre

Expenditure £m	Income £m	Net expenditure £m
4.2	-	4.2

The OBC is being completed following confirmation that the larger development that included the demolition of parts of the listed building cannot be supported from a planning perspective. A refurbishment proposal is being developed which will include the existing sports centre and a library.

➤ Investment Property Review

Expenditure £m	Income £m	Net expenditure £m
420.0	(158.4)	261.6

The design for the development is progressing well, with the majority of the budget re-profiling due to acquisitions not taking place in this financial year, and the OBC is currently being completed.

➤ Cavendish Square

Feasibility has been carried out on the project which has identified that a subterranean option is not commercially favourable, particularly when considering the income currently generated from the site. Alternative schemes will be reviewed, however it is not expected that a capital budget will be required; this will be used to offset increases in costs on projects such as Dudley House and Huguenot House.

➤ Luxborough Development

Expenditure £m	Income £m	Net expenditure £m
21.4	(18.5)	2.9

An SOC for a revised mixed use development scheme is being developed and is expected to be presented to members in the last quarter of 2016/17.

➤ Moberly and Jubilee

Expenditure £m	Income £m	Net income £m
16.2	(16.9)	(0.7)

The projects at both Moberly and Jubilee are on site and progressing well, with anticipated phase 1 practical completion in 2018 with Jubilee Phase 2 to follow. The loan is being drawn down in line with the loan agreement.

➤ Beachcroft

Expenditure £m	Income £m	Net expenditure £m
30.1	(27.9)	2.2

The OBC for Beachcroft has been approved. The OBC shows a budget requirement of £30.1m (excluding contingency) and a final net cost of £2.2m, to be funded by receipts in future projects proposed at Carlton Dene and Westmead. Planning is progressing and the team is now working towards fixing the design and confirming a build cost. This is expected early in 2017.

➤ Westmead/Carlton Dene

Expenditure £m	Income £m	Net income £m
55.0	(62.5)	(7.5)

Both these projects are linked to the development at Beachcroft as residents in both these homes have to be decanted to Beachcroft in order for the sites to be redeveloped. Architectural massing studies are planned to be undertaken this year, which will further develop the options for the schemes. A paper to CRG is expected at the beginning of 2017/18.

➤ Lisson Grove Programme

Expenditure £m	Income £m	Net expenditure £m
80.0	-	80.0

The programme aims to provide a more modern office space, however options are being assessed to identify any other opportunities to develop housing or commercial space linked to the programme. An indicative figure has been included in the analysis above, resulting in additional expenditure of £80m on the capital programme which will be subject to further review regarding financing as the business case progresses.

- 8.2.13 As highlighted above, if the capital programme is over committed once all requests from services have been received,

then a process of prioritisation will be required which may result in some projects not progressing.

Corporate Property

- 8.2.14 The Corporate Property Capital Programme has a five year budget of £56.9m.
- 8.2.15 During 2016/17, using the available investment schemes budget, there has been an investment on Orange Street from this allocation of £12.5m with an initial return of 4.19%. This not only helps diversify and expand the Council's property portfolio, but also provides a favourable rate of return in comparison with other investment opportunities. A budget of £37.5m is included within the five year capital programme.
- 8.2.16 The property team are actively reviewing the market for appropriate opportunities that will provide a good return whilst diversifying the property portfolio. A governance process is being followed which ensures a quick turnaround as and when opportunities arise.
- 8.2.17 The operational property projects include both on-going building improvement schemes such as landlord's responsibilities and the forward management plan, as well as individual projects such as £2.4m for the coroner's court.

Housing

- 8.2.18 The Housing General Fund capital programme contains schemes to provide additional affordable housing both in and out of borough. In total there is a budget of £156m, including 2016/17 budget, fully offset by external income.
- 8.2.19 The Affordable Housing Fund represents Section 106 agreements - ring fenced monies paid to the Council in lieu of the direct provision of new social housing - and is used for the delivery of in borough housing projects by Registered Social Landlords. The fund is also applied to fund HRA and General Fund new affordable housing schemes such as Dudley House. It is used to fund various projects in borough to provide additional housing. Properties are also bought out of borough through a Temporary Accommodation purchases programme and the £18m budget will provide c.100 out of borough properties and a further 50 in borough which will be funded through the Affordable Housing Fund.

Housing Revenue Account

8.2.20 The HRA capital investment requirement over the next 30 years is £1.64bn, and over the first five years is £701m. The HRA is subject to a different business planning process that is linked to modelling of the HRA business plan over 30 years.

8.2.21 The programme is funded over the next five financial years as follows

Funding Source	£m
Borrowing	49.7
Affordable Housing Fund	58.4
Capital Receipts – Other	254.0
Capital Receipts – Right to Buy	125.9
Reserves and other	212.7
Total Gross Budget	700.6

8.2.22 Key changes between the 2016/17 approved and 2017/18 proposed HRA five year capital programme budgets are as follows:

- gross expenditure – overall increase of £338m consisting of:
 - regeneration schemes mainly across the following schemes (£243m):
 - Church Street for all - £61m to enable the delivery of a more holistic regeneration strategy for the area.
 - Ebury Bridge - £54m to ensure viability of the proposed scheme is viable and enhance future development options.
 - Cosway St – £27m to enable the acquisition of third party interests in the site and to enhance future development options.
 - Parsons North - £22m to ensure the delivery of a Council led design & build contract.
 - existing stock - £37m increase in investment to ensure all stocks are maintained at the 'CityWest Standard'.
 - other projects - £58m increase mainly to purchase new units to replace disposals of poor performing stock.

- 8.2.23 This increase in expenditure will be funded by:
- capital receipts - an increase of £220m from the sale of Council dwellings under Right to Buy, land, surplus operational properties, and private market units built within regeneration schemes
 - capital grant – an additional £26m from the Affordable Housing Fund
 - borrowing – an increase of £46m
 - HRA reserves – an increase of £46m contribution from accumulated balances
- 8.2.24 The HRA reserves will contribute £96m (14%) of the £700m required to fund the 2017/18 five year capital programme. This will run down accumulated reserves close to the minimum level of £11m in the first two years of the programme. The reserves level will then increase in the latter part of the 30 year programme as the capital commitment reduces and additional income is generated from rent increases.
- 8.2.25 The proposed HRA investment plans commit and utilise all of the foreseeable headroom (borrowing limit) and financial capacity within the HRA for the next seven years until 2022/23. This will result in the HRA reaching the current statutory limit on indebtedness of £334m for HRA borrowing in 2022/23 and running the HRA with minimum levels of HRA reserves for 12 years until 2028/29.
- 8.2.26 The HRA business plan currently projects that HRA debt will fall in the latter part of the programme and at year 30 the level of debt will be £79m with revenue balances of £89m.
- 8.2.27 As the HRA is legally not allowed to run a deficit this means that if there is an overspend on the capital programme or elsewhere, or if capital receipts are reduced or delayed, that the options available to contain these pressures will necessitate either reducing, re-profiling or stopping spend on the capital programme, realising funds through the disposal of HRA assets, or applying more funding from the Affordable Housing Fund.
- 8.2.28 The funding of the increase in the expected capital programme over the next five years is largely dependent upon the timing and value of asset disposals that underpin the regeneration programme. The reduction in the capacity of the HRA and the

potential impact of risk factors requires a strong risk mitigation strategy that can be quickly adopted if any of adverse risks materialise.

8.2.29 The range of management options available within the HRA to mitigate an additional risks are as follows:-

- reduce expenditure
 - reduce major works capital expenditure (e.g. from £1.5bn to £1.4bn over 30 years)
 - reduce Major works capital expenditure over the first ten years (when capital expenditure peaks)
- re-profile, extend or delay expenditure
 - programme the regeneration spend so that schemes run sequentially rather in parallel or delay either Church Street Phase 2 or Ebury
 - re-profile major works capital expenditure over the first ten years (when capital expenditure peaks)
 - re-profile and extend regeneration scheme programmes
- dispose of HRA assets
 - identify surplus assets or sale additional HRA properties (e.g. excluding high-value voids this equates to extra 200 HRA properties value £100m)
- increase HRA rents from year 4 to the maximum allowable assuming allowed by government
 - moving rents to average of £126 per week in 2021/22 an increase of an extra £1.89 a week and setting rents thereafter at CPI+1% would generate additional income of c.£223m over 25 years (rent policy is only guidance and the only control at present is the limit on Housing benefit).
- increase affordable rents to 80% market rents.
 - moving average rents from £150 a week to £187 per week would generate c.£27m over 30 years
- increase funding from the Affordable Housing Fund (AHF)

- the risk of increases in cost for the acquisition of affordable housing can be met from the AHF fund through re-prioritisation of funding c£40m.
- lobby for an increase in the debt cap

City Management and Communities

8.2.30 City Management and Communities (CMC) contains Highways Infrastructure and Public Realm, Sports and Leisure, Libraries and Culture, Public Protection & Licensing, Parking, Highways Infrastructure and Public Realm, and Waste, Parks & Cemeteries services.

8.2.31 As a service, this has a significant capital programme. This section of the report focuses on the capital programme with gross expenditure of £241.4m and external income of £131.8m from a range of third parties.

	Forecast	Five Year Plan					Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	
Expenditure	29,453	83,793	61,624	29,423	19,771	17,299	241,363
External Funding	(16,180)	(57,159)	(36,221)	(12,311)	(5,202)	(4,742)	(131,815)
Net Funding Requirement	13,273	26,634	25,403	17,112	14,569	12,557	109,547

8.2.32 The majority of this expenditure comes within Highways Infrastructure and Public Realm, which can be split across the following categories (gross expenditure budget in brackets):

- planned preventative maintenance (£79.1m) – all but £1.0m is funded by the Council
- Public Realm externally funded (£69.9m) – this is fully funded by contributions from third parties
- Public Realm mixed funding – (£43.0m) - £29.2m is funded by grants/contributions
- transport schemes - (£25.5m) - £21.7m externally funded, largely by Transport for London

8.2.33 Of the remainder of the programme, the main areas of expenditure are:

- Cemeteries and Parks (£1.6m)
- Libraries (£3.1m)
- Sports and Leisure (£4.7m) - £0.6m is funded by external parties
- Public Protection and Licensing (£12.4m) - £7.4m is funded by grant contributions
- Waste (£1.2m)

8.2.34 There is an increase of £127.4m in gross expenditure budget, which is largely related to a number of significant externally funded public realm schemes. The service has worked closely with third parties to provide greater clarity on future public realm schemes, which have been added to the capital programme. A breakdown of new submissions greater than £2m is detailed below.

Project Name	Gross budget increase in new profile £m	Net budget increase in new profile £m
Public Realm Schemes		
Developer and Security Future Schemes	18.0	-
Baker Street Two Way	12.3	-
Queensway Public Realm Scheme	10.7	3.2
Hanover Square Public Realm Scheme	10.6	3.6
CPNI Security Scheme	10.0	-
Bond Street Public Realm Scheme	9.7	-
Jermyn Street Public Realm Scheme	6.3	-
East Mayfair Public Realm Scheme	4.3	-
Berkeley Square North Side Public Realm Scheme	4.0	-
Newport Place	3.9	-
Leicester Square Ticket Booth	2.5	0.3
Shaftesbury	2.5	-
	94.8	7.1
Planned Preventative Maintenance		
Stone Mastic Asphalt Replacement Programme	14.0	11
Piccadilly Underpass Refurbishment	3.4	3.4
	17.4	14.4
Transport Schemes		
Cycle Grid	10.0	-
TFL Sponsored Cycling Initiatives	2.9	-
	12.9	-
Total	125.1	21.5

8.2.35 On a net basis, the programme for CMC is set to increase by £17.7m. £12.6m of this increase is attributable to the addition of an extra year to the programme.

8.2.36 This increase in net budget excludes the Moberly Leisure Centre redevelopment, as this project has now moved to the Major Projects team. Were this project still within CMC the overall capital programme would show a net increase of £31.7m.

8.2.37 There is no net increase in the net capital programme until 2018/19. Projects will only commence when suitable financing sources or additional revenue streams have been identified. Any proposals for additional borrowing will be submitted for appropriate review and approval to ensure that they are appropriate and affordable.

Adult Social Care

8.2.38 The Adult Social Care service has a capital programme which plans to deliver gross works expenditure of £2.1m. These are mainly Information and Communications Technology (ICT) and agile working projects with one building refurbishment project at Barnard and Florey Lodges slipping from 2015/16. All of the advised projects for Adult Social Care and Public Health have identified capital grants funding to 100% of the expected expenditure values.

	Forecast	Five Year Plan					Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	
Expenditure	435	632	450	400	200	-	2,117
External Funding	(435)	(632)	(450)	(400)	(200)	-	(2,117)
Net Funding Requirement	-	-	-	-	-	-	-

8.2.39 This represents a major change to the five year budget from 2016/17 which contained major projects delivering residential care home replacements. These had a value of £55m which related to the projects at Carlton Dene and Westmead. These have now been moved to the GPH service along with the related funding. As part of the original five year budget set, two projects are forecast to complete in 2016/17.

Childrens

8.2.40 From 2016/17 to 2022/23, the Children's Services capital programme plans to deliver £23.7m of works.

	Forecast	Five Year Plan					Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	
Expenditure	3,794	9,566	9,663	250	250	250	23,772
External Funding	(3,436)	(8,979)	(9,413)	-	-	-	(21,828)
Net Funding Requirement	358	587	250	250	250	250	1,945

8.2.41 These can be broadly categorised as follows (gross expenditure budget in brackets):

- non-schools estate rolling programme: planned and reactive building works to non-schools sites (£1.9m)
- schools estate rolling programme: planned and reactive building works to schools sites (£2.4m)
- nursery, primary and secondary school expansion projects: expansion projects to increase pupil places (£19.4m)

8.2.42 The Basic Needs and Condition Allocation grants are awarded for the purposes for which they are being applied and the programme benefits to the value of £18.8m.

8.2.43 In comparison to the five year budget set in advance of the 2016/17 financial year, there have been only minor changes to the programme. This has resulted in reprofiling of expenditure and a £50k reduction in gross expenditure budget. Similarly, the external income budget has been reprofiled and reduced by £299k. This results in a net budget change of an increase of £249k.

Corporate Services and Policy, Performance and Communications

	Forecast	Five Year Plan					Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	
Expenditure	7,541	4,053	4,026	2,086	1,125	525	19,356
External Funding	(1,500)	-	-	-	-	-	(1,500)
Net Funding Requirement	6,041	4,053	4,026	2,086	1,125	525	17,856

8.2.44 The proposed gross expenditure budget is £19.4m, split between £7.6m for PPC and £11.8m for ICT.

8.2.45 The combined capital programme has increased by £0.265m since the original approved capital. The key movement is due to an additional year of capital requirement for 2021/22 which equates to £0.525m in ICT. However, this is offset by the under spend in 2016/17 on capital schemes such as Data Centre Refresh £0.250m and Computer Licenses £0.01m.

8.2.46 Within the capital programme the Digital Transformation scheme has a value of £4m. This has moved from PPC to ICT.

8.2.47 The key risks to note are:

- the Outdoor media phase 2 has capital requirement of £2.25m in 2017/18. However if sites are not identified for development to generate commercial income from

advertising then the capital requirement will not be needed. Income commitment of £2.23m in the MTP will therefore need to be bridged through alternative initiatives.

- the capital requirement for the Digital Transformation scheme may not be needed if it is determined that the procurement of the digital platform is a service based model.

City Treasurer

	Forecast	Five Year Plan					Future	Total
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Years to 2030/31 £000	
Expenditure	11,000	39,176	38,401	22,249	25,898	33,648	43,797	214,169
Capital Receipts	(3,036)	(93,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(146,036)
Net Funding Requirement	7,964	(53,824)	28,401	12,249	15,898	23,648	33,797	68,133

- 8.2.48 There has been a net increase of £10.2m in the City Treasurer's budget. The increase of £30.0m contribution to the pension fund deficit has been offset by other reductions, leading to an overall decrease in expenditure. However, this has been offset by the removal of £22.0m of capital receipts from the projections, producing the net increase.
- 8.2.49 It is proposed that the capital programme includes a centralised budget for fully or close to fully funded capital projects which emerge in-year. This is to ensure that there is an efficient and timely process for adding to the capital programme fully funded projects which it is in the interests of the council to undertake.
- 8.2.50 Based on the value of these schemes in 2015/16 (£5.6m) a gross budget of £12m over the next two years is to be added to the capital programme. This will act as a control for new schemes, allowing them to be properly reported, and will also allow flexibility for new schemes which span different services.
- 8.2.51 In line with current financial regulations, no spend on projects will be incurred without appropriate Cabinet Member or Delegated Authority approval. It is also recommended that it is assumed that an income budget of £10m is included leaving a net budget allowance of £2m to allow for any Council contribution to these schemes. Every scheme would need to be fully approved.

9. Risk Management

9.1 Major capital projects require careful management to mitigate the potential risks which can arise. The effective monitoring, management and mitigation of these risks is a key part of managing the capital strategy.

9.2 General Risks – Identification and Mitigation

9.2.1 General risks are those which are faced as a consequence of the nature of the major projects being undertaken. Most of these risks are outside of the Council's control but mitigations have been developed as part of the business planning and governance process. These risks are set out below along with key mitigations:

9.2.2 **Interest Rate Risk** – the Council is planning to externally borrow £512.9m as set out in this Capital Strategy over the next five years (not including internal borrowing). Interest rates are variable and a rise could increase the cost of servicing debt to a level which is not affordable. To mitigate this, the Council has used interest rate forecasts up until 2019/20 from its Treasury Advisors and added 0.5% to these interest rates as a prudent provision against interest rate rises which has in the past been accepted by HM Treasury as a reasonable buffer against long term interest rate movements. These are shown in the table below.

	2016/17	2017/18	2018/19	2019/20
Assumed interest rate	2.60%	2.80%	3.00%	3.50%

In the event that interest rates rose beyond this forecast plus contingency the revenue interest cost to the Council would increase. A rise of an extra 1% would cost £12m a year at peak borrowing in 2030/31 (£5m by 2021/22).

9.2.3 **Inflation Risk** – construction inflation over and above that budgeted by the Council's professionals and advisors and built into project budgets could impact on the affordability of the capital programme. A 1% rise in the cost of the programme would increase the cost of the programme by around £21m. This is mitigated through the provision of contingencies, updating estimates regularly as they change and monitoring the impact through governance processes. This is also mitigated post the signature of contracts with construction companies and developers through fixed price contracts. An extra £21m of borrowing would cost around £1.26m a year in revenue costs.

9.2.4 **Change in Law Risk** – Capital schemes need to comply with the latest law and regulations which can change leading to an

impact on construction costs. This is mitigated by awareness of pipeline legislative changes and through contingencies.

- 9.2.5 **Market health / Commercial Values** – the Council’s capital programme relies on commercial activity as a key supporting strategy. This involves generation of income from property letting, generation of capital receipts from property sales in some cases post-development, attracting developers to projects based on a potential share of profits and other revenue/capital financial flows. In some cases it is likely that the Council will commit to large projects, property acquisitions or other forms of expenditure on the basis of further business case assumptions about the market value of future asset or economic values. Should market movements mean that these assumptions are inaccurate then the Council may suffer financially. This risk can be mitigated through contingencies in projects.

9.3 Management of Project Risks

- 9.3.1 Project risks are those which relate to the delivery of capital projects which in many cases can be controlled, influenced or directly mitigated in ways other than making contingencies available. These risks would mostly be related to unforeseen project delays and cost increases which could arise from a range of circumstances. The effective management of these risks is mostly linked to the following strategies:
- 9.3.2 **Supplier Financial Stability** – construction companies and developers contracting which the Council which experience financial instability post a significant risk. They may not be able to raise finance to cash flow operations, any potential insolvency process could lead to a costly process of changing suppliers without any guarantee of remaining within overall budget, the Council could suffer direct financial loss and any defects or other issues may not be resolvable as anticipated. To mitigate the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible.
- 9.3.3 **Effective Business Case Development** - the documentation which is required will depend on the project’s size. However, for 2017/18 the following types of business cases are required for larger projects:
- Strategic Case – this is where it is confirmed that the project outcomes as scoped align with the strategic objectives of the organisation
 - Outline Business Case –sets out the preliminary thoughts regarding a proposed project. It should contain the

information needed to help the council make decisions regarding the adoption of the project. It should state envisaged outcomes, benefits and potential risks associated with the project

- Full Business Case - the preparation of the FBC is a mandatory part of the business case development process, which is completed following procurement of the scheme – but prior to contract signature

9.3.4 **Risk Management** - Projects are required to maintain a risk register. Risk registers are aligned with general guidance on risk review

9.3.5 **Highlight reporting** - property major projects as an example create monthly highlight reports for all projects to help project board and wider interested parties aware of progress and risks of projects on an ongoing basis.

9.3.6 **Appointment of professional team** - to ensure timely delivery of projects and robust planning and review, the major projects team has enlisted the help of many different internal and external experts. Projects have required assistance considering impacts of national and council policy and planning on project financial feasibility and general deliverability. Also qualified roles have been put in place for key surveying and financial planning roles to give assurance on quality of work and assumptions.

9.3.7 **Risk of Revenue Write Off** – the Council commits to feasibility studies on many of its significant capital schemes at the point where spend is revenue in nature or when capital spend may be written off should the scheme in question not progress. This is a risk which managed through wherever possible making sure feasibility expenditure is not written off.

9.4 Contingencies in the Capital Programme

9.4.1 In the initial stages of development, major capital projects will have significant uncertainties. For example, these may relate to the planning process, the views / interest of stakeholders who must be consulted, ground conditions or the costs of rectifying or demolishing existing buildings (e.g. the cost of asbestos removal).

9.4.2 For this reason the Council has adopted a structured process of identifying and managing contingencies which is in line with guidance issued by HM Treasury. In the initial stages of a project these contingencies are necessarily broad estimates due to the number of unknown factors. As projects progressed the unknown factors become clearer and project managers focus on

managing these in the most effective way possible, utilizing contingencies to do so as needed.

- 9.4.3 For 2017/18 it is recommended that a decision is taken to hold contingencies corporately with any release of these funds to be subject to approval from CRG. The value of these contingencies is £105.2m.

9.5 Housing Revenue Account – Risk Mitigation Strategy

- 9.5.1 As the HRA is legally not allowed to run a deficit this means that if there is an overspend on the capital programme or elsewhere, or if capital receipts are reduced or delayed, that the options available to contain these pressures will necessitate either reducing, re-profiling or stopping spend on the capital programme, realising funds through the disposal of HRA assets, or applying more funding from the Affordable Housing Fund.
- 9.5.2 The procurement route for a number of renewal and investment opportunities has been changed from a developer framework approach to one of D&B. This change will make schemes more viable but transfer both additional cash flow development costs and risk to the HRA.
- 9.5.3 The funding of the increase in the expected capital programme over the next five years is largely dependent upon the timing and value of asset disposals that underpin the regeneration programme. The reduction in the capacity of the HRA and the potential impact of risk factors requires a strong risk mitigation strategy that can be quickly adopted if any of adverse risks materialise.
- 9.5.4 The range of management options available within the HRA to mitigate additional risks are as follows:-
- re-profile, extend or delay expenditure – the programme is heavily focused on the initial life of the plan and re-profiling this could improve the risk profile of the programme and limit the risk of overspends
 - dispose of HRA assets
 - increase HRA rents from year 4 assuming statutorily possible

9.6 Brexit

- 9.6.1 In the aftermath of result of the UK's referendum to leave the European Union on 23 June 2016 there was an immediate period of volatility caused by uncertainty in the property market. This has since stabilised but the impact on the capital strategy particularly in respect of construction costs and property values will continue to be monitored on an on-going basis.

10. Financial Implications

10.1 The Council has proposed a General Fund capital programme of £2.130bn. This has to be financed from three key funding sources:

- external funding (e.g. grants and contributions)
- internal funding (e.g. capital receipts)
- borrowing

10.2 External Funding

10.2.1 The main sources of external funding, shown in the table below, are via government grants and contributions (from government and external agencies) and Section 106 receipts. These are difficult to forecast on a medium to long term basis, and can be restrictive in terms of the capital schemes they can fund. Many grants, Section 106 receipts and contributions have specific terms and conditions which have to be met for their use. Therefore, any forecasting of external funding for the capital programme has to be done prudently. However, there are no on-going revenue implications of this method of financing.

	Forecast	Five Year Plan					Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	
DfE Basic Needs Grant	2,666	7,770	6,951	-	-	-	17,387
DfE Schools Condition Allocation	770	1,209	501	-	-	-	2,480
Transport for London (TfL) Grant	9,030	25,916	12,797	1,814	275	-	49,832
Education Funding Agency (EFA) Grant	3,915	14,703	-	-	-	-	18,618
DCLG Disabled Facilities Grant	1,059	1,242	1,242	1,242	1,242	1,242	7,269
DoH Community Capacity Grant	435	632	450	400	200	-	2,117
Sport England Grant	250	1,500	65	90	70	-	1,975
Other Minor Capital Grants	-	2,641	3,944	765	-	-	7,350
Section 106/CIL	6,142	29,983	20,728	7,978	3,615	3,500	71,946
Affordable Housing Fund Contributions	49,027	41,233	70,886	17,707	38,100	-	216,953
Revenue Reserve	1,500	150	-	802	-	-	2,452
Total	74,795	126,979	117,563	30,798	43,502	4,742	398,379

10.2.2 Capital grants and contributions include grants from the Department for Education (DfE) which are provided to ensure that the Council is meeting their statutory requirements of providing school places and ensuring that school buildings are in a good condition. Other grants the Council receives includes TfL grant funding for infrastructure improvements across the City, EFA Grant, Disabled Facilities Grant (DFG) and Community Capacity Grants in Adult Social Care.

10.2.3 Community Infrastructure Levy (CIL) will predominantly replace the current Section 106 receipts system. Instead of the planning obligations that developers have to make currently, they will now have to pay a charge (levy). The income from this levy will be

held corporately and the Council will decide (via an internal governance process) how to allocate these funds to relevant infrastructure projects.

10.2.4 CIL differs from Section 106 which essentially is a contract between a developer and the Council. However CIL is a levy which the developer is liable to pay if a planning permission is approved and the development is underway post CIL coming into effect. The Council has greater flexibility compared to Section 106 as the developer cannot stipulate any terms.

10.2.5 The Council will continue to look for innovative ways to fund the capital programme; this could include Tax Increment Financing (TIF) and private sector capital contributions.

10.3 Internal Funding

10.3.1 The main sources of internal funding are from capital receipts or revenue in the form of reserves or in-year underspends. The table below shows the internal funding that will be used to fund the proposed capital programme.

	Forecast	Five Year Plan					Future Years to £000	Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000		
Capital Receipts	3,636	93,000	22,350	29,306	110,397	51,971	184,157	494,817

10.3.2 Capital receipts are generated from the sale of non-current assets, and apart from special circumstances, can only be used to fund the capital programme or repay debt. The Council holds all capital receipts corporately which ensures they can be used to fund the overall programme; therefore, individual services are not reliant on their ability to generate capital receipts. However, in special cases, some capital receipts may be ring-fenced for particular services.

10.3.3 It is estimated that the proposed capital programme will be funded via £494.8m worth of capital receipts, primarily through the sale of properties as part of development projects. The use of capital receipts will peak in 2020/21 and in 2022/23 and will be used to reduce the funding gap.

10.3.4 Although the council has a disposals programme which aids projections for the funding of the capital programme, the timing and value of asset sales can be volatile. Therefore, asset disposals have to be closely monitored as any in year shortfalls need to be met by increasing borrowing.

10.3.5 Revenue budgets can be transferred to capital. As this will necessarily impact on revenue budgets this is only used as a

source of funding when the capital project will deliver future revenue savings. This allows the Council to generate savings which will mitigate funding reductions in future years. A business case would be required to support revenue funding of a project.

- 10.3.6 In March 2016, the DCLG issued statutory guidance on the flexible use of capital receipts, which allows local authorities to use capital receipts to fund the revenue costs for projects which are forecast to generate ongoing savings. This guidance covers the period 1 April 2016 to 31 March 2019, and applies only to capital receipts generated during this period.
- 10.3.7 The authority has identified three projects, Westminster City Hall refurbishment, Digital Transformation and a potential contribution to reduce the Council's historic pension fund deficit, for which it is seeking approval to part-fund these from capital receipts. It should be noted that to be able to fund these the Council will need to achieve its in-year capital receipts target, in order to have eligible funds available.
- 10.3.8 It is planned to use £19m of capital receipts for the revenue costs associated with the refurbishment of Westminster City Hall. Options to also use flexible capital receipts to fund Digital Transformation programme costs are also being explored. Up to £30m over the three years may be applied to the pension fund deficit.
- 10.3.9 Westminster City Hall refurbishment is projected to deliver additional income of £5.2m annually from 2019/20. The Digital Transformation programme is projected to deliver £4.6m of revenue savings by 2019/20.
- 10.3.10 The impact of using this flexibility on the Council's prudential indicators and Council Tax requirement has been considered. The use of capital receipts to fund revenue expenditure will increase the borrowing requirement when funding future capital expenditure, resulting in an increase in capital financing cost, which will ultimately increase Council Tax. However, funding the expenditure directly from revenue in the year it is incurred will also increase the Council Tax requirement. The benefit of using capital receipts is that it allows the Council to spread this impact over a longer period of time and the incremental impact on Council Tax D is detailed below:

2016/17	2017/18	2018/19	2019/20
Estimate	Estimate	Estimate	Estimate
£	£	£	£
2.68	4.80	4.82	0.00

10.4 Borrowing

10.4.1. Borrowing is a source of funding available to the Council in funding its capital programme. Borrowing can take the form of internal or external borrowing.

	Forecast	Five Year Plan					Future Years to £000	Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000		
Borrowing	72,762	145,982	187,714	156,494	4,203	109,515	560,356	1,237,026

10.4.2. Internal borrowing is the term used to describe the use of Council resources, such as reserves and cash balances, to finance capital expenditure. In effect, this is capital expenditure not supported by direct funding, external borrowing or any other form of external financing. While this has to be repaid it does not represent a formal debt in the same way as external borrowing.

10.4.3. This strategy is a prudent use of Council resources. Currently, investment returns are low and counterparty risk is relatively high. Should these balances not be available for internal borrowing, the Council could potentially have to take on long-term external borrowing paying a higher interest rate than could be achieved at current market investment rates.

10.4.4. External borrowing is the process of going to an external financial institution to obtain money. The Council would generally borrow from the Public Works Loans Board (PWLB) due to their favourable rates for public sector bodies. However, the market is regularly monitored to ensure that rates continue to be competitive.

10.4.5. A recently introduced debt instrument that could be utilised going forward is the Municipal Bonds Agency. The agency is an independent body with its own governance structure, accountable to its council shareholders and the LGA. It seeks to raise money on the capital markets at regular intervals to on-lend to participating local authorities. This agency may offer access to marginally cheaper borrowing and provides a viable alternative to the PWLB.

10.4.6. Another borrowing option for the Council is through the European Investment Bank (EIB). The EIB offer competitive rates; however there are strict governance processes around any loans that are taken out with the EIB. Therefore the Council would have to clearly set out the reasons for the loan, what it would be used for, and the EIB would then have to decide if this is an appropriate use of their funds. This is becoming a more high profile form of funding with local authorities, for example

the London Borough of Croydon recently borrowed from the EIB

10.4.7. Development and investment schemes will be required to cover the costs of borrowing through identifying increased income streams or revenue savings in order to fund repayments. To address this, on completion of the scheme the services net budget will be reduced by the level of borrowing costs. However for operational schemes, due to the nature of the spend this is unlikely to result in increased income or revenue savings, these will be assessed on a scheme by scheme basis and if appropriate budgeted for corporately.

10.4.8. The table below gives a summary of the financing of the General Fund capital programme. The largest proportion of funding in the programme comes from borrowing, at 57%. Internal funding from capital receipts make up a further 24%. This is largely from the sale of residential units that will be built as part of a number of development schemes. The remainder will come from various grants and other income sources.

	Forecast	Five Year Plan					Future Years to £000	Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000		
External Funding	74,795	126,979	117,563	30,798	43,502	4,742	-	398,379
Capital Receipts	3,636	93,000	22,350	29,306	110,397	51,971	184,157	494,817
Borrowing	72,762	145,982	187,714	156,494	4,203	109,515	560,356	1,237,026
Total	151,193	365,961	327,628	216,597	158,102	166,228	744,513	2,130,222

10.5 Revenue Implications

	Forecast	Five Year Plan					Future Years to 2030/31 £000	Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000		
Expenditure	151,193	365,961	327,628	216,597	158,102	166,228	744,513	2,130,222
External Funding	(74,795)	(126,979)	(117,563)	(30,798)	(43,502)	(4,742)	-	(398,379)
Capital Receipts	(3,636)	(93,000)	(22,350)	(29,306)	(110,397)	(51,971)	(184,157)	(494,817)
Borrowing Requirement	72,762	145,982	187,714	156,494	4,203	109,515	560,356	1,237,026
Revenue Impacts:								
Commercial Income	(230)	(1,247)	(1,921)	(4,097)	(3,850)	(5,750)	(198,364)	(215,459)
Interest Paid, Repayment Allocation inc Sinking Fund	4,028	9,431	11,427	19,079	22,671	29,309	545,636	641,581
Total Funding	3,798	8,184	9,507	14,982	18,820	23,559	347,272	426,122
MTP Budget Assumptions	3,798	7,998	11,294	14,689	18,186	22,857	363,021	441,843
Net Funding Requirement	0	186	(1,787)	293	634	702	(15,749)	(15,721)

10.5.1 The financing costs include interest (including both internal and external borrowing) and an allocation for minimum repayment of debt (MRP) as a result of the borrowing. The total revenue costs of the proposed capital programme are expected to be £78.8m over the next five years (£405.6m by the end of 2030/31).

10.5.2 The Council aims to maximise its balance sheet assets and as such is able to utilise cash balances derived from working capital

(such items as the appeals provision, reserves, affordable housing fund etc.) rather than borrow externally to finance the net cost of the capital programme. This is referred to as “internal borrowing”. Of the £2.130bn gross General Fund capital expenditure, it is anticipated that £1.22bn will ultimately need to be borrowed externally.

- 10.5.3 The external borrowing is assumed to be sourced from the PWLB, although other sources of funding will be explored as outlined in this paper. The PWLB interest rate is assumed to increase steadily to 3.5% by 2019/20 and remain at this rate. Every 1% increase in the interest rate will result in an additional £12m of revenue cost by 2030/31.
- 10.5.4 As noted in Section 5, CRG will have a pivotal role in monitoring the cost of funding the programme and ensuring project business cases continue to be viable, and the programme as a whole affordable. Where they assess this not to be the case, action will be taken to bring the programme back to an affordable position.
- 10.5.5 MRP is applied where the Council has to set aside a revenue allocation for provision of debt repayments (borrowing in the capital programme). MRP replaces other capital charges (e.g. depreciation) in the statement of accounts and has an impact on the Council’s revenue bottom line. MRP will increase and decrease throughout the programme and is sensitive to both expenditure and funding changes. The Council will continue to balance the use of capital receipt, internal borrowing and external borrowing to ensure the most efficient use of resources, including the need to fund MRP.
- 10.5.6 The Council has an ongoing capital programme and will continue to invest in capital projects beyond 2021/22 and will therefore need to ensure that funds are set aside for the future costs of borrowing.
- 10.5.7 As part of the closure of the Council’s annual accounts the City Treasurer will make the most cost effective and appropriate financing arrangements for the capital programme as a whole. Thus funds will not be ring fenced unless legally required.
- 10.5.8 The above revenue implications of the capital programme will be covered through a mixture of efficiency savings, income generation, use of existing budgets and use of reserves.
- 10.5.9 The large development schemes, as well as the investment budget, are planned and required to generate an ongoing income stream. The three key schemes include Dudley House, Huguenot House and the Investment Property Review as well as the income generated through the investment in the property portfolio. This is

expected to generate £215.5m by 2030/31.

- 10.5.10 The current MTP assumed a £3.2m annual increase in the cost of financing the capital programme. Continuing that policy over the duration of the proposed capital programme, and indexing for inflation, will result in a total budget of £440.8m to fund the capital programme.
- 10.5.11 Services are required to fund the MRP implications of their non-operational projects, and this is taken into account in the viability assessment as part of the business case. The cost of MRP does not need to be funded by service savings, only to development and investment projects which have to be self-funding. MRP is forecast to increase to £15.4m in 2021/22, and increase as development expenditure increases to £31.7m in 2030/31.
- 10.5.12 There is a peak revenue impact over the development period, before the key schemes start generating income and efficiency savings. The peak year revenue impact is 2021/22 and 2022/23 therefore it should be noted that reserves will be required to bridge this gap, before being repaid.

10.6 HRA financial implications

- 10.6.1 The HRA capital investment requirement over the next 30 years is £1.6bn, and over the first five years £700m. The HRA is subject to a different business planning process that is linked to modelling of the HRA business plan over 30 years. An important distinction compared to other Council capital investment decisions is that HRA resources can only be applied for HRA purposes, and that HRA capital receipts are restricted to fund affordable housing, regeneration or debt redemption.
- 10.6.2 The Council's current HRA 30 year business plan was approved by Cabinet in 2016. This focuses upon delivering three key programmes:
- investment to maintain and improve existing council-owned homes;
 - delivery of new affordable homes; and
 - implementation of the initial phases of the housing regeneration programme.
- 10.6.3 The business plan outlines the proposed HRA investment programme and the context within which the business planning has been undertaken. This includes key assumptions as well as a risk register and proposed management strategies available to

mitigate any risk.

10.6.4 The indicative proposed five year investment plan is broken down between the three main categories of spend: - HRA major works on our own stock, regeneration spend and other investment plans.

10.6.5 Gross HRA capital expenditure of £701m over the next five years is required to deliver the plans within this investment strategy, including: £211m on works to existing stock; £394m on housing estate regeneration; and £96m on new investment opportunities. This will be funded from £210m of HRA revenue resources, £381m from Right to Buy receipts (RTB) and other capital receipts, £60m from the Councils AHF together with £50m of new borrowing and remains within the debt cap.

HRA capital programme budget 2016/17 – 2021/22

	Forecast	Five Year Plan					Total £000
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	
Major Works							
Adaptations	1,200	1,200	1,200	1,200	1,200	1,200	7,200
Electrical Works & Laterals	4,671	11,840	14,727	14,233	11,159	10,659	67,289
External Repairs & Decorations	10,497	19,170	21,480	14,446	16,182	16,573	98,348
Fire Precautions	757	2,253	2,678	3,071	2,500	3,000	14,259
General	390	1,000	1,000	1,000	1,000	1,000	5,390
Kitchen & Bathroom	1,900	1,100	2,160	2,340	1,800	900	10,200
Lifts	3,409	2,000	2,000	2,000	2,000	2,000	13,409
Voids	4,000	3,500	3,000	3,000	4,000	4,000	21,500
Major Works Total	26,824	42,063	48,245	41,290	39,841	39,332	237,595
Regeneration Schemes							
Ashbridge	180	3,600	6,932	1,971	62	-	12,745
CHP	250	4,900	1,300	500	1,000	1,100	9,050
Church Street	584	6,845	31,075	39,620	45,280	18,100	141,504
Cosway	212	9,600	9,500	8,500	-	-	27,812
Ebury Bridge	16,585	16,996	9,772	17,335	17,432	13,000	91,120
Edgware Road	1,058	33	8,849	-	-	-	9,940
Lisson Arches	1,879	6,881	16,244	1,330	-	-	26,334
Luton St	1,106	5,378	-	-	5,096	-	11,580
Parsons North	300	6,704	11,717	4,820	500	-	24,041
Penn & Lilestone	-	-	-	-	-	-	-
Tollgate Gardens	390	7,197	9,763	-	-	-	17,350
Regeneration Schemes Total	22,544	68,134	105,152	74,076	69,370	32,200	371,476
Other							
Infill	970	4,442	6,748	2,770	2,770	1,982	19,682
Kemp House	125	760	-	-	-	-	885
Self Financing	14,445	15,000	20,000	20,000	20,000	20,000	109,445
Walden	-	-	-	-	7,000	-	7,000
Contingency	-	4,086	5,950	3,939	3,825	1,670	19,470
Total	15,540	24,288	32,698	26,709	33,595	23,652	156,482
Total Expenditure	64,907	134,485	186,095	142,075	142,806	95,184	765,552
Funded by:							
Borrowing	10,823	12,681	19,338	3,939	13,712	-	60,493
Capital Grants	1,573	18,329	4,619	9,441	13,000	13,000	59,962
Capital Receipts - Land & Market sales	2,861	11,003	101,984	68,720	43,630	28,675	256,873
Capital Receipts - non RTB	16,096	15,505	20,000	20,000	24,840	21,982	118,423
Capital Receipts - RTB Local Agreement	6,475	16,057	978	1,359	4,667	462	29,998
HRA - Major Repairs Reserve (MRR)	22,971	23,598	23,598	23,598	23,598	23,598	140,961
HRA - Reserves	4,108	37,312	15,577	15,017	19,358	7,467	98,839
Total Funding	64,907	134,485	186,095	142,075	142,806	95,184	765,552

**Self-financing is the spend on new affordable housing assets funded by disposals of assets identified as no longer required. This is part of the strategic asset management strategy
MRR is the HRA proxy for depreciation and is available to fund new capital spend*

11. Legal Implications

- 11.1 The legal implications for each individual scheme within the capital programme will be considered when approval is sought for that particular scheme. Each scheme within the capital programme will be approved in accordance with the Council's constitution.

12. Staffing Implications

- 12.1 None specifically in relation to this report

13. Consultation

- 13.1 Consultation and engagement will be carried out on individual schemes with the capital programme.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

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BACKGROUND PAPERS:

Capital Strategy Report (March 2016)

Budget Setting and Council Tax Report (February 2017)

Treasury Management Strategy (February 2017)

Capital programme working papers

Business Justification Cases for individual projects

Appendices

Appendix A1 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Cabinet Member

Appendix A2 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Chief Officer

Appendix B – CRG Terms of Reference

Appendix C – Business Case Process

Appendix B – Revised Terms of Reference for Capital Review Group

Summary

The role of the Capital Review Group (CRG) is to provide oversight and scrutiny to the Westminster City Council (WCC) General Fund (GF) capital programme. It is responsible for overseeing both the fixed and rolling five year capital programme and will include all projects including those 100% externally funded. It will manage the funding requirements for the capital programme and the revenue impact that this will have. The Housing Revenue Account capital programme (HRA) is managed separately but will provide updates to CRG so that group retains an overall view of capital expenditure.

For both HRA and GF the current and future year capital programme is approved within the annual Council Tax report and CRG provides the in-year scrutiny of the programme.

Terms of Reference

The terms of reference for the group are:

- To provide strategic development of the Council's capital programme and capital strategy in accordance with the Council's Objectives as set out in City for All including the prioritization of projects
- To consider any proposal for the use of capital against Council's priorities
- To review potential risk and Value for Money issues on any proposal for the use of capital.
- To agree any programme of capital spend within the confines of Council agreed financing
- To provide a forum for establishing and providing robust challenge and debate around the capital programme
- To monitor the performance of projects and programmes within the Council's capital programme
- To set out a programme of annual capital receipts and to monitor progress in achieving those receipts
- To ensure that investments in projects are backed up with a rigorous business case that is updated and developed at key stages over the project life. This will include a whole life view of the project and any ongoing revenue implications.
- To set appropriate tolerances over which projects will be required to report back to CRG
- To approve the allocation of contingencies to projects
- To approve the delivery route of projects in recognition of the risk that the Council is willing and the expertise and capacity in-house versus the potential returns and rewards
- To ensure that decisions are made in line with financial regulations

Membership

The meeting will be chaired by the Cabinet Member for Finance and Corporate Services supported by the City Treasurer. The meeting will be attended by relevant Cabinet members and Executive Directors or their representative where projects fall within their portfolio. Project/service managers will attend as required to present on their project.

Governance

CRG does not have delegated authority but will act in an advisory capacity. A set of minutes will be circulated after each meeting outlining the key actions and proposed decisions. Where appropriate these will be reported to EMT and Cabinet. Reports presented at CRG should be in a Cabinet Member report style to ensure these can be signed off after the meeting where CRG is advising the recommendations are approved. The Group will meet on a monthly cycle however this can be altered if thought appropriate after a six month initial period.

For the HRA the current process is that CWH and client side manage approved CWH capital schemes through officer and member led quarterly HRA performance meetings. These schemes are approved by Cabinet through the annual HRA business plan investment report and approved by members through full council. Regeneration schemes and non-delegated capital schemes are reported to GPH board through highlights reporting monthly and reported to the lead member through the HRA stakeholder report

Structure of the Meetings

The administration for meeting will be undertaken by the City Treasurer's team including the submission of reports and recommendations. Decisions from the meeting will flow into the monthly EMT / Cabinet report e.g. updated forecast etc. To achieve this the following are suggested standing items on the Agenda:

- Update on the current year capital programme
 - Spend to date v budget – overall, by EMT and for the key projects
 - Capital receipts forecast
 - Revised forecast for the current year

In addition CRG has a remit to review both emerging and future projects so there will be an agenda item to include:

- Changes to the proposed budget for future years existing schemes
- New projects / receipts to be added to the existing programme
- Update on the Housing Revenue Account
- Future plans on major schemes and / or partner working

As part of its role in information the annual accounts and Council Tax report the following specific items will be added to the agenda as required:

- Submission of the programme to Council Tax budget
- Review of items proposed as slippage
- New year budgets for the rolling five year programme

Significant Capital Projects

The level of information required will depend on the expected cost and financial regulations/ procurement code limits but all new projects will be expected to be presented for approval. This includes those projects that are 100% externally funded. When CRG have approved the inclusion of the project within the programme the EMT member should follow the normal financial regulations / procurement process for further approval.

All projects currently in the programme are supported by as a minimum, an up to date Capital Programme Submission Request form (CPSR). Any schemes over £10m will require a full three part Business Case to be completed which will be submitted to CRG for scrutiny, any between £1.5m to £10m will require a one stage business case which will also be submitted to CRG for scrutiny and review. Any schemes below £1.5m will require a CPSR to be prepared but these will fall under the delegated powers of Cabinet members and relevant officers so will not be presented to CRG unless specifically requested. Due to the number of smaller projects in the capital programme, smaller schemes below £500k may be grouped together, where appropriate, in order to reduce the administrative burden on project managers.

The full three part business case process starts with a Strategic Outline Case (SOC) at inception, followed by an Outline Business Case (OBC) once an options appraisal has been completed and finally with a Full Business Case (FBC) once detailed design is completed and the contract is ready to sign. Where a Cabinet member report is required the business case will be an appendix to this document.

The business case will be structured in line with HM Treasury Green Book 'five case' model which includes presenting:

- The Strategic Case
- The Economic Case
- The Commercial Case
- The Financial Case
- The Management Case

No commitments on projects should be made until CRG have approved the project's inclusion in the overall capital programme.

Often a project will need to incur expenditure to develop designs and explore options for the completion of the business case, where this is required a separate Cabinet Member report (or the requirement in line with the financial regulations) to approve expenditure prior to a business case being submitted.

Possible Overspends on Projects

Though the Group does not have delegated decision making powers it is responsible for overseeing any changes to the budgeted capital programme. As part of the update on the current programme, EMT members will present any potential overspends alongside any mitigation strategies or savings being made elsewhere and the revenue implications e.g. for increased borrowing. Where CRG approves the change the normal financial regulations and procurement code should be followed for the additional expenditure on the project.

With the frequency of meetings and the longer term nature of capital projects changes to the programme outside the meeting should not be required. EMT members will be expected to update CRG proactively for new projects / overspends or cancelled programmes.

Conclusion

CRG will be the gateway for the capital programme and ensure that the Council's limited resources are used appropriately. This will include considering schemes with partner funding and the cost benefits of the revenue implications for borrowing to fund a scheme.

Appendix C – Business Case Process

The governance of the capital programme varies depending on the type of work that is being carried out. All capital schemes will be recommended by CRG and approved by the Cabinet Member for Finance and Corporate Services with effect from the 1st April 2016 for investment and development schemes and from the completion of the review of each category for operational schemes

Development

These large, long term schemes are important to reach good business decisions. The development branch governance centres on the five case model which is based on HM Treasury Green Book Guidance on Better Business Cases, but adapted for the Council.

The Council, through CRG will assess the prioritisation of assets and decide on which assets need developing in order to aid the Council in meeting its strategic objectives.

Stage 1 - Scoping the Scheme and Preparing the Strategic Outline Case (SOC)

The purpose of this stage is to confirm the strategic context, and provide a robust case for change. This stage includes an options appraisal with a long list of options including indicative costs and benefits and a financial appraisal will be carried out based on a methodology such as the Net Present Value (NPV); as a result of this a preferred way forward is identified and feasibility funding will be approved.

Stage 2 - Planning the Scheme & Preparing the Outline Business Case (OBC)

The purpose of this stage is to revisit the earlier SOC assumptions and analysis in order to identify a preferred option which optimises value for money (VfM), following more detailed design work. It also sets out its affordability, and details the supporting procurement strategy, together with management arrangements for the successful delivery of the project.

Stage 3 - Procuring the Solution and Preparing the Full Business Case (FBC)

The purpose of the FBC is to revisit and where required rework the OBC analysis and assumptions, taking account of the formal procurement. The FBC will recommend the most economically advantageous offer, documenting the contractual arrangements, confirm funding and affordability and set out the detailed management arrangements and plans for successful delivery and post evaluation.

All three business cases stages will be reviewed by CRG, and recommended for approval, should the group accept them.

Stage 4 - Implementation

The business case should be used during the implementation stage as a reference point for monitoring implementation and for logging any material changes that the Council are required to make. The management tools developed in accordance with the development framework for the business case – the implementation plan, benefits register and risk register etc. – will be used in delivering the scheme and provide the basis for reporting back regularly to CRG.

Stage 5 - Evaluation

The business case and its supporting documentation should be used as the starting point for post implementation evaluation, both in terms of how well the project was delivered (project evaluation review) and whether it has delivered its projected benefits as planned (post implementation review) to the Council, in meeting strategic aims.

At all stages of the five case model, the business cases must include the following sections:

- i. The Strategic Case
- ii. The Economic Case
- iii. The Commercial Case
- iv. The Financial Case
- v. The Management Case

Assessing all these areas within the business case will ensure that all aspects of a potential development scheme are analysed and the impact on all stakeholders identified. Therefore, the Council will be able to gain a full understanding on how a specific scheme will impact on the overall strategy, the local economy, officers and resources of the Council.

Investment

The overall financial envelope and acquisitions strategy will form part of the Council's budget approval in March of each year and thereafter the Cabinet Member will be able to approve individual acquisitions within this sum. Each acquisition will gain approval from Property Investment Panel (PIP) and then CRG, before the purchase can actually take place.

Operational

Schemes such as highways maintenance and property maintenance are given an annual budget allocation. This annual budget is then used to identify a schedule of works, which has to be reviewed by CRG and recommended for approval before going through to the lead Cabinet Member for the service and

Cabinet Member for Finance and Corporate Services in order to obtain formal approval.

The table below summaries the approval process for each category of expenditure

Category of Project	Approval Process
Development	<p>Development schemes must follow the business case process. Detailed below is the approval process for each Stage</p> <p>SOC – CRG can recommend that the scheme can move onto the next stage</p> <p>OBC – Approval at this stage must be via the lead Cabinet Member for the service and the Cabinet Member for Finance and Corporate Services, with the recommendation of CRG</p> <p>FBC – Final approval for the project must be through Cabinet, with the recommendation of CRG</p>
Investment	<p>Cabinet/Full Council approves the annual budget, but individual schemes within that budget envelope are approved via the lead Cabinet Member for the service and the Cabinet Member for Finance and Corporate Services, with the recommendation of CRG (with the recommendation of the Property Investment Panel)</p>
Operational	<p>Cabinet/Full Council approves the budget as required (with CRG recommendations). However individual schemes within a budget envelope will receive approval via the internal process for that department with Cabinet Member approval. Until such time as the Council's review of the capital programme has completed for each service area at which point approval will be via the lead Cabinet Member for the service and the Cabinet Member for Finance and Corporate Services, with the recommendation of CRG</p>

Appendix A1 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Executive Management Team Portfolio

Project Name	2016/17			2017/18			2018/19			2019/20			2020/21			2021/22			Future Years			Net Grand Total
	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	
Long Term Tree and Horticulture (PRG)																						
Parks And Open Spaces Infrastructure	40		40	40		40	40		40	40		40	40		40	40		40				240
Piccadilly Two-Way				140	(140)		15	(15)														
Piccadilly Underpass				400		400	3,000		3,000													3,400
Pimlico Library																						
Playgrounds Minor Works	57		57	50		50	50		50	50		50	50		50	50		50				307
Childrens Playground Replacement (PRG)																						
Paths, Drainage & Fencing (PRG)	25		25																			25
Principal Roads				887	(887)																	
Queen Mother - Heating, Ventilation and Maintenance																						
Queensway And Bayswater																						
Recycling Containers and Sacks							100		100	100		100	100		100	100		100				400
Regent Street Street Lighting Scheme				275	(275)		25	(25)														
Safe & Secure (Private) SS	200	(20)	180	260	(60)	200	260	(60)	200	260	(60)	200	260	(60)	200	260	(60)	200				1,180
Sayers Croft Refurbishment	150		150	75		75	90	(15)	75	140	(15)	125	95	(20)	75							500
School Sports Facilities				80		80																80
SELCHP Plant Improvements	265		265	132		132																397
Sport & Leisure - Condition Survey & Maintenance				875	(100)	775	525	(50)	475	695	(75)	620	495	(50)	445							2,315
Sports Centre Condition Survey	455	(150)	305																			305
St John's Garden Horseferry Road Wall	19		19																			19
St John's Wood																						
Synthetic Pitch Replacement				300		300	100		100	50		50	50		50							500
TFL Local Improvement Plan Scheme				2,135	(2,135)																	
TfL Sponsored Cycling Initiatives				2,868	(2,868)																	
The Porchester Centre	75		75																			75
The Ritz Hotel	9	(9)																				
Tiling All Sites Improve Changing Rooms	10		10																			10
Traffic Management Schemes 1				300		300	100		100	100		100	100		100							500
Trial 20mph Scheme				100		100	100		100													200
Victoria Library Nova Scheme																						
Victoria Street Crossing				92	(92)																	
West End Other Projects																						
Westbourne And Paddington Scheme 1																						
Westbourne Green Skate Park Multi	150	(50)	100																			100
Westminster Reference Library Refurbishment	55		55	325		325																380
Stone Mastic Asphalt Replacement				3,000		3,000	3,000		3,000	3,000		3,000	3,000		3,000	2,000		2,000				14,000
Shaftesbury Avenue				150	(150)		1,850	(1,850)		450	(450)											
General Developer Schemes																						
Cemeteries Infrastructure	45		45	50		50	50		50	50		50	50		50	50		50				295
Security Scheme - CPNI	100	(100)		5,000	(5,000)		4,900	(4,900)														
Cycle Schemes	3,113	(2,690)	423																			423
Local Safety and Traffic Management	1,483	(1,141)	343	1,296	(896)	400	693	(293)	400	400		400	400		400	400		400			2,343	
Externally Funded Public Realm Schemes	6,219	(6,172)	47	15,893	(15,624)	269	10,505	(9,488)	1,017	6,357	(3,750)	2,607	3,500	(3,500)		3,500	(3,500)				3,940	
Public Realm Council Funded	1,412	(400)	1,012	4,905	(2,700)	2,205	9,871	(7,370)	2,501	4,575	(4,500)	75	115	(115)							5,793	
Planned Preventative Maintenance - Public Lighting	1,500		1,500	2,940		2,940	3,813		3,813	3,408		3,408	3,479		3,479	3,555		3,555			18,695	
Planned Preventative Maintenance Carriageways and Footways	5,906	(887)	5,019	5,665		5,665	5,100		5,100	5,090		5,090	5,243		5,243	5,405		5,405			31,522	
Council Funded Public Realm Placeholder Schemes	155		155																			155
Bridges & Structures	2,295	(100)	2,195	3,215	(200)	3,015	1,165	(225)	940	1,510	(250)	1,260	955	(275)	680						8,090	
Waste and Recycling Capital Projects	186		186	166		166																352
Large Public Realm Schemes	2,347	(2,300)	47	10,057	(8,469)	1,588	8,083	(6,798)	1,285	709	(1,629)	(920)									2,000	
Cambridge Circus Improvements	258	(258)		1,268	(542)	726																726
City Management & Communities Total	29,453	(16,181)	13,271	83,793	(57,159)	26,634	61,624	(36,221)	25,403	29,423	(12,311)	17,112	19,771	(5,202)	14,569	17,299	(4,742)	12,557				109,546
Capital Contingency				20,176		20,176	19,401		19,401	22,249		22,249	25,898		25,898	33,648		33,648	43,797		43,797	165,169
City Hall Revenue Costs	1,000		1,000	9,000		9,000	9,000		9,000													19,000
Digital Programme Revenue Costs																						
Direct Revenue Financing																						
Future Year Net Spend																			450,000		450,000	450,000
Capitalisation of Pension Contribution	10,000		10,000	10,000		10,000	10,000		10,000													30,000
City Treasurer Total	11,000		11,000	39,176		39,176	38,401		38,401	22,249		22,249	25,898		25,898	33,648		33,648	493,797		493,797	664,169
Corporate Software Licences	20		20	20		20	50		50			50	50		50	50		50				190
Data Centre Refresh	200		200	100		100	100		100	100		100	100		100	100		100				700
Data Network Refresh	200		200	450		450	400		400	200		200	200		200	200		200				1,650
Digital Transformation	161		161	1,677		1,677	1,051		1,051	1,111		1,111										4,000
End-User Computing Refresh	700		700	100		100	1,600		1,600	100		100	700		700	100		100				3,300
Parking & Integrated Street Management IT				375		375	325		325	75		75	75		75	75		75				925

Appendix A1 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Executive Management Team Portfolio

Project Name	2016/17			2017/18			2018/19			2019/20			2020/21			2021/22			Future Years			Net Grand Total (£,000's)
	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	
Technology Refresh						500		500	500		500		500								1,000	
Corporate Services Total	1,281		1,281	2,722		2,722	4,026		4,026	2,086		2,086	1,125		1,125	525		525			11,765	
Major Projects Feasibility And Investigative Works																						
196a Piccadilly																					(0)	
291 Harrow Road	(0)		(0)																			
33 Tachbrook Street	600		600	550		550															1,150	
Huguenot House Redevelopment	3,000		3,000	1,326		1,326	3,231		3,231	5,469		5,469	26,870		26,870	27,391		27,391	16,979		84,266	
Affordable Housing Fund	22,477	(22,477)		21,887	(21,887)		37,250	(37,250)		11,970	(11,970)		22,300	(22,300)								
Asset Disposal																						
Beachcroft	535		535	4,465	(2,000)	2,465	14,383		14,383	9,888	(802)	9,086	813	(2,000)	(1,187)						25,282	
Campus Funding	0		0																		0	
Carlton Dene	50		50	950		950	1,000		1,000	19,000		19,000	19,000		19,000						40,000	
Cavendish Square Car Park																						
Churchill Gardens Project																						
Circus Road	100		100	443		443	10,500		10,500	10,500		10,500									21,543	
Coronors Court Improvements	49		49	2,279		2,279	33		33												2,361	
Cosway Street	250		250	250		250															500	
Council House (London Business School Available For Lease Works)				700		700															700	
Council House Lease Disposal Costs	100		100	920		920															1,020	
Council House Fit Out Of Additional Requirements	100		100	775		775															875	
Emanuel House Major Works																						
Energy Monitor & Target				230		230	50		50	50		50	50		50	60		60			440	
Farm Street	(0)		(0)	253		253															253	
Fit Out Of Council House For Registrars And Civics																						
Forward Management Plan	1,008		1,008	747		747	762		762	778		778	793		793	817		817			4,905	
Hanover Square Public Realm																						
Landlord Responsibility - Lisson Grove																						
Landlord Responsibility - Mayfair Library	567		567	464		464	14		14												1,045	
Pimlico Library - Landlord Responsibility	(0)		(0)																		(0)	
Landlord Responsibility - Regency Cafe				140		140															140	
Landlord Responsibilities	600		600	1,000		1,000	1,250		1,250	1,250		1,250	1,250		1,250	1,500		1,500			6,850	
Lease Disposal																						
Legacy Compliance	300		300																		300	
Lilestone Street																						
Lisson Grove Improvement	1,500		1,500																		1,500	
Mandela Way Upgrade	100		100	298		298															398	
Moberley Sports Centre Redevelopment	3,019		3,019	12,107	(1,400)	10,707	114		114	967		967									14,807	
Moxon Street Redevelopment																						
Open Spaces Strategy	0		0	200		200	200		200	200		200	200		200	200		200			1,000	
Property Investment Schemes	12,334		12,334	37,666		37,666															50,000	
Seymour Leisure Centre Redevelopment	100		100	1,500		1,500	2,614		2,614												4,214	
Strategic Acquisitions				27,173		27,173	21,942		21,942	61,749		61,749									110,864	
Street Trees - New Planting	170		170	170		170	194		194	200		200	200		200	200		200			1,134	
Temporary Accommodation Acquisitions	22,470	(19,250)	3,220	1,500	(1,500)		6,000	(6,000)		5,000	(5,000)										3,220	
Tresham House	100		100																		100	
Dudley House	7,300	(7,300)		42,300	(15,846)	26,454	33,483	(27,636)	5,847	2,320		2,320									34,621	
Sir Simon Milton University Technical College	3,915	(3,915)	0	4,323	(16,685)	(12,362)		0	0		0										(12,361)	
Capitalised Salary Costs	486		486	504		504	514		514	524		524	535		535	545		545			3,108	
City Hall - Major Refurbishment	3,843		3,843	35,571		35,571	40,598		40,598												80,012	
42 Westbourne Park Road	0		0																		0	
Westmead	50		50	450		450	500		500	7,000		7,000	7,000		7,000						15,000	
Luxborough Development	100		100	500		500	15,635		15,635	5,140		5,140									21,375	
Strategic Acquisitions - Huguenot House				8,948		8,948	9,855		9,855												18,803	
Investment Property Review	10,000		10,000	2,676		2,676	5,725		5,725	7,032		7,032	11,847	(13,800)	(1,953)	63,593		63,593	208,337		295,410	
Lisson Grove Programme				1,200		1,200	1,200		1,200	12,000		12,000	20,000		20,000	20,200		20,200	25,400		80,000	
Air Quality	100		100	50		50															150	
Broadband				1,054	(491)	563	1,344	(594)	750	402	(315)	87									1,400	
West End Partnership General Funding	547		547	750		750	750		750	750		750									2,797	
Oxford Street East (WEP)				277		277	277		277												554	
Oxford Street West (WEP)				1,346	(400)	946	1,346		1,346												2,292	
Enterprise	1,200	(100)	1,100																		1,100	
The Strand/Aldwych	400	(200)	200																		200	
The West End Partnership (WEP)																						
Private Sector Housing Discharge Initiative	1,500		1,500	10,800		10,800	2,700		2,700												15,000	
Growth, Planning & Housing Total	98,971	(53,242)	45,729	228,742	(60,209)	168,532	213,464	(71,480)	141,984	162,189	(18,087)	144,102	110,858	(38,100)	72,758	114,506		114,506	250,716		250,716	938,328

Appendix A1 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Executive Management Team Portfolio

Project Name	2016/17			2017/18			2018/19			2019/20			2020/21			2021/22			Future Years			Net Grand Total
	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	
Bi / Tri Borough Capital	12		12	38		38																50
Events And Filming				50		50																50
Outdoor Media Phase 2				1,243		1,243																1,243
Piccadilly Underpass Digital Media Screens	5,348	(1,500)	3,848																			3,848
The Flame Advertising Scheme	900		900																			900
Policy, Performance & Communications Total	6,260	(1,500)	4,760	1,331		1,331																6,091
Grand Total	151,193	(74,795)	76,399	365,961	(126,979)	238,982	327,628	(117,563)	210,064	216,597	(30,798)	185,799	158,102	(43,502)	114,600	166,228	(4,742)	161,486	744,513		744,513	1,731,843

Summary (Including All Capital Receipts)

Expenditure			151,193			365,961			327,628			216,597			158,102			166,228			744,513	2,130,222
External Funding			(74,795)			(126,979)			(117,563)			(30,798)			(43,502)			(4,742)				(398,378)
Net Cost after External Funding			76,399			238,982			210,064			185,799			114,600			161,486			744,513	1,731,843
Capital Receipts			(3,636)			(93,000)			(22,350)			(29,306)			(110,397)			(51,971)			(184,157)	(494,817)
Grand Total			72,762			145,982			187,714			156,494			4,203			109,515			560,356	1,237,027

Appendix A2 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Cabinet Member Portfolio

Project Name	2016/17			2017/18			2018/19			2019/20			2020/21			2021/22			Future Years			Net Grand Total (£,000's)
	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	
Bond Street	782	(782)																				
East Mayfair Public Realm Scheme				2,000	(2,000)		2,100	(2,100)		200	(200)											
Marylebone High Street				1,100	(1,100)																	
Marylebone Lane Phase 2																						
Named Street Scape																						
Principal Roads				887	(887)																	
Queensway And Bayswater																						
Regent Street Street Lighting Scheme				275	(275)		25	(25)														
West End Other Projects																						
Westbourne And Paddington Scheme 1																						
Local Safety and Traffic Management																						
Externally Funded Public Realm Schemes	0		0	445	(176)	269				450	(450)											269
Shaftesbury Avenue				150	(150)		1,850	(1,850)														
Tresham Crescent																						
Harrow Road Gyratory Taxi Rank							1,300		1,300													1,300
Other Area Based Spend																						
Deputy Leader and Built Env. - Cllr Davis Total	782	(782)	0	4,857	(4,588)	269	5,275	(3,975)	1,300	650	(650)											1,569
Access Improvement Programme																						
CCTV Upgrades Leisure Centres	10		10																			10
Changing Room Refurbishment																						
Charing Cross Library Redecoration																						
Commercial Waste Containers							40		40	40		40		40		40		40				160
DFG Budget																						
East Finchley Wall	250		250																			250
Hanwell Cemetery Pathways	2		2																			2
Hanwell Cemetery Walls	27		27																			27
Libraries Minor Works	0		0																			0
Maida Vale Library Remedial Works																						
Open Spaces Strategy	120		120	280		280	200		200	200		200		200		200		200				1,200
Parks And Open Spaces Infrastructure	40		40	40		40	40		40	40		40		40		40		40				240
School Sports Facilities				80		80																80
ELCHP Plant Improvements	265		265	132		132																397
Sport & Leisure - Condition Survey & Maintenance				875	(100)	775	525	(50)	475	695	(75)	620	495	(50)	445							2,315
Sports Centre Condition Survey	455	(150)	305																			305
St John's Wood																						
Synthetic Pitch Replacement				300		300	100		100	50		50		50		50		50				500
The Porchester Centre	75		75																			75
The Ritz Hotel	9	(9)																				
Victoria Library Nova Scheme																						
Westbourne Green Skate Park Multi	150	(50)	100																			100
Cemeteries Infrastructure	45		45	50		50	50		50	50		50		50		50		50				295
Waste and Recycling Capital Projects	186		186	166		166																352
St Marys Churchyard Boundary Wall				85		85																85
Recycling Containers and Sacks							100		100	100		100		100		100		100				400
Playgrounds Minor Works	57		57	50		50	50		50	50		50		50		50		50				307
Westminster Reference Library Refurbishment	55		55	325		325																380
Library Six Year Decoration Programme	80		80	747		747	500		500	500		500		400		400		400				2,627
Pimlico Library																						
Queen Mother - Heating, Ventilation and Maintenance																						
Moberley Sports Centre Rd/vlpt	3,019		3,019	12,107	(1,400)	10,707	114		114	967		967										14,807
Tiling All Sites Improve Changing Rooms	10		10																			10
Paths, Drainage & Fencing (PRG)	25		25																			25
Sayers Croft Refurbishment	150		150	75		75	90	35	125	140	(15)	125	95	(20)	75							550
St John's Garden Horseferry Road Wall	19		19																			19
Long Term Tree and Horticulture (PRG)																						
Health and Wellbeing Signage in Parks																						
Paddington Recreation Ground	80		80																			80
Multi Use Games Areas And Outdoor Facilities	155	(50)	105																			105
Junior Fitness Facilities in Sports Centres	75		75																			75
Childrens Playground Replacement (PRG)																						
Environment, Sports & Community Total	5,359	(259)	5,100	15,312	(1,500)	13,812	1,809	(15)	1,794	2,832	(90)	2,742	1,520	(70)	1,450	880	880					25,778
196a Piccadilly																						
291 Harrow Road	11,939	(2,326)	9,613	11,483	(5,700)	5,783	4,040	(4,040)														15,396
33 Tachbrook Street	600		600	550		550																1,150
Asset Disposal																						

Appendix A2 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Cabinet Member Portfolio

Project Name	2016/17			2017/18			2018/19			2019/20			2020/21			2021/22			Future Years			Net Grand Total
	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	
Beachcroft	535		535	4,465	(2,000)	2,465	14,383		14,383	9,888	(802)	9,086	813	(2,000)	(1,187)							25,282
Campus Funding	0		0																			0
Capital Contingency				20,176		20,176	19,401		19,401	22,249		22,249	25,898		25,898	33,648		33,648	43,797		43,797	165,169
Cavendish Square Car Park																						
Circus Road	100		100	443		443	10,500		10,500	10,500		10,500										21,543
Corporate Software Licences	20		20	20		20	50		50				50		50	50		50				190
Cosway Street	250		250	250		250																500
Council House (London Business School Available For Lease Works)				700		700																700
Council House Lease Disposal Costs	100		100	920		920																1,020
Data Centre Refresh	200		200	100		100	100		100	100		100	100		100	100		100				700
Data Network Refresh	200		200	450		450	400		400	200		200	200		200	200		200				1,650
Digital Transformation	161		161	1,677		1,677	1,051		1,051	1,111		1,111										4,000
Energy Monitor & Target				230		230	50		50	50		50	50		50	60		60				440
Farm Street	(0)		(0)	253		253																253
Fit Out Of Council House For Registrars And Civics																						
Forward Management Plan	1,008		1,008	747		747	762		762	778		778	793		793	817		817				4,905
Landlord Responsibility - Lisson Grove				464		464	14		14													1,045
Landlord Responsibility - Mayfair Library	567		567	140		140																140
Landlord Responsibility - Regency Cafe																						
Lease Disposal																						300
Legacy Compliance	300		300																			
Lilestone Street																						
Moxon St Redevelopment																						
Property Investment Schemes	12,334		12,334	37,666		37,666																50,000
Strategic Acquisitions				27,173		27,173	21,942		21,942	61,749		61,749										110,864
Street Trees - New Planting	170		170	170		170	194		194	200		200	200		200	200		200				1,134
Technology Refresh							500		500	500		500										1,000
Sir Simon Milton University Technical College	3,915	(3,915)	0	4,323	(16,685)	(12,362)		0	0		0											(12,361)
Luxborough Development	100		100	500		500	15,635		15,635	5,140		5,140										21,375
Investment Property Review	10,000		10,000	2,676		2,676	5,725		5,725	7,032		7,032	11,847	(13,800)	(1,953)	63,593		63,593	208,337		208,337	295,410
Lisson Grove Programme				1,200		1,200	1,200		1,200	12,000		12,000	20,000		20,000	20,200		20,200	25,400		25,400	80,000
City Hall Revenue Costs	1,000		1,000	9,000		9,000	9,000		9,000													19,000
Digital Programme Revenue Costs																						
Future Year Net Spend																					450,000	450,000
Capitalisation of Pension Contribution	10,000		10,000	10,000		10,000	10,000		10,000													30,000
Direct Revenue Financing																						
Parking & Integrated Street Management IT				375		375	325		325	75		75	75		75	75		75				925
End-User Computing Refresh	700		700	100		100	1,600		1,600	100		100	700		700	100		100				3,300
Dudley House	7,300	(7,300)		42,300	(15,846)	26,454	33,483	(27,636)	5,847	2,320		2,320										34,621
City Hall - Major Refurbishment	3,843		3,843	35,571		35,571	40,598		40,598													80,012
Landlord Responsibilities	600		600	1,000		1,000	1,250		1,250	1,250		1,250	1,250		1,250	1,500		1,500				6,850
Capitalised Salary Costs	486		486	504		504	514		514	524		524	535		535	545		545				3,108
Coronors Court Improvements	49		49	2,279		2,279	33		33													2,361
Lisson Grove Improvement	1,500		1,500																			1,500
Mandela Way Upgrade	100		100	298		298																398
Council Hse Fit Out Of Additional Requirements	100		100	775		775																875
42 Westbourne Park Road	0		0																			0
Huguenot House Redevelopment	3,000		3,000	1,326		1,326	3,231		3,231	5,469		5,469	26,870		26,870	27,391		27,391	16,979		16,979	84,266
Strategic Acquisitions - Huguenot House				8,948		8,948	9,855		9,855													18,803
Pimlico Library - Landlord Responsibility	(0)		(0)																			(0)
Major Projects Feasibility And Investigative Works																						
Seymour Leisure Centre Redevelopment	100		100	1,500		1,500	2,614		2,614													4,214
Affordable Housing Fund	22,477	(22,477)		21,887	(21,887)		37,250	(37,250)		11,970	(11,970)		22,300	(22,300)								
Bi / Tri Borough Capital	12		12	38		38																50
Finance, Property & Corporate Services and Chief Whip Total	93,767	(36,018)	57,749	252,677	(62,118)	190,559	245,700	(68,926)	176,774	153,205	(12,772)	140,433	111,681	(38,100)	73,581	148,479		148,479	744,513		744,513	1,532,088
Carlton Dene	50		50	950		950	1,000		1,000	19,000		19,000	19,000		19,000							40,000
Westmead	50		50	450		450	500		500	7,000		7,000	7,000		7,000							15,000
Housing Total	100		100	1,400		1,400	1,500		1,500	26,000		26,000	26,000		26,000							55,000
291 Harrow Road	(11,939)	2,326	(9,613)	(11,483)	5,700	(5,783)	(4,040)	4,040														(15,396)
Churchill Gardens Project																						
Emanuel House Major Works																						
Private Sector Housing Discharge Initiative	1,500		1,500	10,800		10,800	2,700		2,700													15,000
Tresham House	100		100																			100
Temporary Accommodation Acquisitions	22,470	(19,250)	3,220	1,500	(1,500)		6,000	(6,000)		5,000	(5,000)											3,220
Housing, Regeneration, Business and Economic Development - Cllr Astai	12,131	(16,924)	(4,793)	817	4,200	5,017	4,660	(1,960)	2,700	5,000	(5,000)											2,924

Appendix A2 – Capital Programme 2017/18 to 2021/22, forecast position for 2016/17 and future years' forecasts summarised up to 2030/31 by Cabinet Member Portfolio

Project Name	2016/17			2017/18			2018/19			2019/20			2020/21			2021/22			Future Years			Net Grand Total (£,000's)	
	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total	Spend	External Funding	Total		
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)		
Oxford Street East And West				140	(140)		15	(15)															
Piccadilly Two-Way																							
General Developer Schemes																							
Security Scheme - CPNI	100	(100)		5,000	(5,000)		4,900	(4,900)															
Externally Funded Public Realm Schemes	5,236	(5,151)	86	10,940	(10,940)		7,030	(7,030)		3,750	(3,750)		3,500	(3,500)		3,500	(3,500)					86	
Public Realm Council Funded	1,412	(400)	1,012	4,905	(2,700)	2,205	9,871	(7,370)	2,501	4,575	(4,500)	75	115	(115)								5,793	
Council Funded Public Realm Placeholder Schemes	155		155																			155	
Cathedral Piazza	174		174	200	(200)		550	(550)														174	
Leicester Sq Redesign Option 1																							
Tresham Crescent	14	(14)																					
Covent Garden 1 And Side Street																							
Planning & Public Realm Total	7,091	(5,665)	1,427	21,185	(18,980)	2,205	22,366	(19,865)	2,501	8,325	(8,250)	75	3,615	(3,615)		3,500	(3,500)					6,208	
DFG Budget	1,059	(1,059)		1,499	(1,182)	317	1,499	(1,182)	317	1,499	(1,182)	317	1,499	(1,182)	317	1,499	(1,182)	317					1,585
Safe & Secure (Private) SS	200	(20)	180	260	(60)	200	260	(60)	200	260	(60)	200	260	(60)	200	260	(60)	200					1,180
CCTV - Crime and Disorder				1,704		1,704																	1,704
ICT Technology for MTP	96		96	100		100																	196
Public Protection & Licensing Total	1,355	(1,079)	276	3,563	(1,242)	2,321	1,759	(1,242)	517	1,759	(1,242)	517	1,759	(1,242)	517	1,759	(1,242)	517				4,665	
Sayers Croft Refurbishment								(50)	(50)														(50)
Sports and Leisure Services - Cllr D Harvey Total								(50)	(50)													(50)	
Grand Total	151,193	(74,795)	76,399	365,961	(126,979)	238,982	327,628	(117,563)	210,064	216,597	(30,798)	185,799	158,102	(43,502)	114,600	166,228	(4,742)	161,486	744,513	744,513	744,513	1,731,843	

Summary (Including All Capital Receipts)

Expenditure			151,193			365,961			327,628			216,597			158,102			166,228			744,513	2,130,222
External Funding			(74,795)			(126,979)			(117,563)			(30,798)			(43,502)			(4,742)				(398,378)
Net Cost after External Funding			76,399			238,982			210,064			185,799			114,600			161,486			744,513	1,731,843
Capital Receipts			(3,636)			(93,000)			(22,350)			(29,306)			(110,397)			(51,971)			(184,157)	(494,817)
Grand Total			72,762			145,982			187,714			156,494			4,203			109,515			560,356	1,237,027



City of Westminster

Cabinet Report

Decision Maker:	Council
Date:	20 February 2017
Classification:	For General Release
Title:	Treasury Management Strategy Statement for 2017/18 to 2021/22
Wards Affected:	All
Policy Context:	To manage the Council's finances prudently and efficiently.
Financial Summary:	The Annual Treasury Management Strategy Statement sets out the Council's strategy for ensuring that: 1. Its capital investment plans are prudent, affordable and sustainable; 2. The financing the Council's capital programme and ensuring that cash flow is properly planned; and 3. Cash balances are appropriately invested to generate optimum returns having regard to security and liquidity of capital.
The Report of:	Steven Mair, City Treasurer Tel: 0207 641 2904 Email: smair@westminster.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The Local Government Act 2003 requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. These are contained within this report.
- 1.2 The Act also requires the Council to set out a statement of its treasury management strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. The Treasury Management Strategy Statement and Annual Investment Strategy must both have regard to guidance issued by CLG and must be agreed by the full Council.
- 1.3 This report sets out the Council's proposed Treasury Management Strategy Statement (TMSS) for the period 2017/18 to 2021/22, and Annual Investment Strategy (AIS) for the year ended 31 March 2018, together with supporting information.
- 1.4 The TMSS and AIS form part of the Council's overall budget setting and financial framework, and will be finalised and updated as work on the Council's 2017/18 budget is progressed in January and February 2017. As such all figures in this Report remain draft until the budget is approved.

2. RECOMMENDATIONS

- 2.1 The Cabinet is asked to recommend to Council to approve:
 - (i) The Treasury Management Strategy Statement set out in sections 5 to 7;
 - (ii) The Prudential Indicators set out in section 8;
 - (iii) The overall borrowing strategy and borrowing limits for 2017/18 to 2021/22 as detailed in section 6;
 - (iv) Investment strategy and approved investments set out in Appendix 1;
 - (v) The Minimum Revenue Provision Policy set out in Appendix 2.

3. REASONS FOR DECISIONS

- 3.1 To comply with the Local Government Act 2003, other regulations and guidance and to ensure that the Council's borrowing and investment plans are prudent, affordable and sustainable and comply with statutory requirements.

4. BACKGROUND INFORMATION

- 4.1 The Council is required to operate a balanced budget, which broadly means that monies received during the year will cover expenditure. The function of treasury management is to ensure that:
- (i) The Council's capital programme and corporate investment plans are adequately funded;
 - (ii) Cash is available when it is needed on a day to day basis, to discharge the Council's legal obligations and deliver Council services;
 - (iii) Surplus monies are invested wisely.
- 4.2 The Council has formally adopted CIPFA's Code of Practice on Treasury Management, and follows the key requirements of the Code as set out in Appendix 3.
- 4.3 The TMSS covers three main areas summarised below:
- 4.3.1 Capital spending**
- Capital spending plans and other investment opportunities;
 - CFR projections and affordability; and
 - The Minimum Revenue Provision (MRP) policy (Appendix 2).
- 4.3.2 Borrowing**
- Overall borrowing strategy;
 - Expected borrowing rates;
 - Limits on external borrowing;
 - Maturity structure of borrowing;
 - Policy on borrowing in advance of need; and
 - Debt rescheduling.
- 4.3.3 Managing cash balances**
- The current and forecast cash position;
 - Council policy on investing and risk;
 - Expected return on investments; and
 - Short and long term investments.
- 4.4 The Annual Investment Strategy (AIS) at Appendix 1 provides more detail on how the Council's surplus cash investments are to be managed in 2017/18. Approved schedules of specified and non-specified investments will be updated following consideration by Members and Schedules of approved and finalisation of 2017/18 budget plans.

TREASURY MANAGEMENT STRATEGY STATEMENT

5. SECTION 1 - CAPITAL SPENDING

Capital spending plans

- 5.1 Table 1 summarises the Council's capital expenditure plans, both in terms of those agreed previously, and those forming part of the current budget cycle. The table sets out the Council's current expectations about whether these plans are to be financed by capital or revenue resources.
- 5.2 Compared with the forecast in the 2016/17 TMSS General Fund capital spend has slipped back by around £100m in 2016/17 to 2017/18 and future years, and the HRA capital programme reflects an increase of £100m per annum over the period 2017/18 to 2020/21. The risks are that:
- continued slippage in new starts will push borrowing requirements to later years when interest rates are forecast to be higher than currently; and
 - slippage in the programme of capital receipts may increase the need to borrow in the medium-term.

Table 1 Capital spending and funding plans

2015/16 Actual £m		2016/17 Forecast £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	Total £m
Expenditure								
69	General Fund	151	366	328	217	158	166	1,386
55	HRA	65	134	186	142	143	95	765
124	TOTAL	216	500	514	359	301	261	2,151
Funding								
General Fund								
30	Grants & Contributions	75	127	118	31	44	5	400
12	Capital receipts applied	20	93	41	37	84	52	327
HRA								
2	Grants & Contributions	2	18	5	9	13	13	60
10	Capital receipts applied	25	43	123	90	73	51	405
23	Major Repairs Reserve (MRR)	23	24	24	24	24	24	143
17	Revenue financing	4	37	16	15	19	7	98
94	TOTAL	149	342	327	206	257	152	1,433
30	Net financing need for the year	67	158	187	153	44	109	718

Other investment opportunities

- 5.3 As well as investing in assets owned by the Council and used in the delivery of services, the Council also invests, where appropriate, in:
- Infrastructure projects, such as green energy;
 - Loans to third parties; and
 - Shareholdings in limited companies and joint ventures.
- 5.4 Such investments are treated as expenditure for treasury management and prudential borrowing purposes even though they do not create physical assets

in the Council's accounts. Appropriate budgets in respect of these activities will be agreed as part of the Council's budget setting and ongoing monitoring processes and considered as part of the Investment Strategy.

- 5.5 In addition the Council has a substantial commercial property portfolio which forms part of the investment strategy. In previous years, the Council has invested in traditional asset classes of offices, retail and industrial/logistics, which meet the Council requirements for the income to be secure and reliable and the investments low risk.
- 5.6 Following a Cabinet decision in late 2015, the Council allocated funds to invest in commercial property commencing 2016/17. The aim is to diversify the property portfolio into sectors that have historically been considered alternatives but are increasingly being viewed as mainstream. The strategy focuses on increasing the income generated by the Council from its property holdings while also improving the quality of the Council's current portfolio. This will be further progressed in 2017/18 within the overall context of the Council's annual investment strategy.

Capital Financing Requirement (CFR)

- 5.7 The CFR measures the extent to which capital expenditure has not yet been financed from either revenue or capital resources. Essentially it measures the Council's underlying borrowing need. Each year, the CFR will increase by the amounts of new capital expenditure not immediately financed.
- 5.8 Table 2 below shows that the CFR will increase over the medium term. Consequently, the capital financing charge to revenue will increase, reflecting the capital spending plans.

Table 2 Capital Financing Requirement forecast

2015/16 Actual £m	2016/17 Forecast £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
CFR as at 31 March						
215 General Fund	268	413	577	716	734	827
256 HRA	267	279	297	301	315	315
471	TOTAL	535	692	874	1,017	1,142
Annual Change in CFR						
12 General Fund	53	144	164	139	18	93
2 HRA	11	12	18	4	14	0
14	TOTAL	64	156	182	143	93
Reasons for Change						
30 Net financing	67	158	188	153	44	110
-4 Less MRP	-3	-2	-5	-10	-12	-16
-12 Less Capital Receipts	0	0	0	0	0	0
14	TOTAL	64	156	183	143	94

- 5.9 Table 3 below confirms that the Council's gross debt does not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for current year and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

Table 3 Borrowing compared to the Capital Financing Requirement

2015/16 Actual £m	2016/17 Forecast £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
251	318	476	664	817	861	970
471	535	692	874	1,017	1,049	1,142
220	217	216	210	200	188	172

Affordability

5.10 The objective of the affordability indicators is to ensure that the level of investment in capital assets proposed remains within sustainable limits, and in particular, the impact on the Council's "bottom line" as reflected in the impact on council tax and rent levels. Table 4 below sets out the expected ratio of capital financing costs to income for both General Fund and HRA activities:

Table 4 Ratio of capital financing costs to income

2015/16 Actual %	2016/17 Forecast %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
1.37	0.29	(0.91)	2.74	8.02	8.96	13.29
35.86	31.25	32.21	31.57	32.02	32.42	32.30

5.11 For 2016/17 and 2017/18, gross capital financing charges (loan interest, MRP and finance lease payments) for the General Fund capital programme are largely outweighed by income from investments and the commercial property portfolio. However in future years the Council will begin to incur increasing capital financing charges in line with the forecast increase in the General Fund CFR in Table 2.

5.12 The capital financing charges arising from the HRA capital programme increase in line with the forecast increase income, hence capital charges as a proportion of the HRA net revenue stream remain in the range 31% to 32%.

5.13 Table 5 below sets out the Incremental impact of the capital programme on council tax and housing rents.

Table 5 Impact of capital investment decisions on council tax and housing rents

2015/16 Actual £	2016/17 Forecast £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £	2020/21 Estimate £	2021/22 Estimate £
(11.56)	(14.81)	(6.72)	55.93	61.19	24.29	45.97
6.68	(1.19)	0.76	(0.22)	0.86	1.93	1.71

5.14 For the General Fund capital programme, although the ratio of capital financing costs to income is relatively low as shown in Table 4 above, there is a much greater impact on council tax as shown in Table 5, because the Council has a very low council taxbase. The decrease in 2017/18 of £6.72 per Band D council tax reflects the reduction in capital financing costs in 2017/18 compared to 2016/17, and the subsequent increase reflects the increase in capital charges as the capital programme progresses.

5.15 The capital charges from the HRA capital programme increase is gradual and therefore there is relatively little impact on housing rents between years as shown in Table 5.

6. SECTION 2 - BORROWING

Overall borrowing strategy

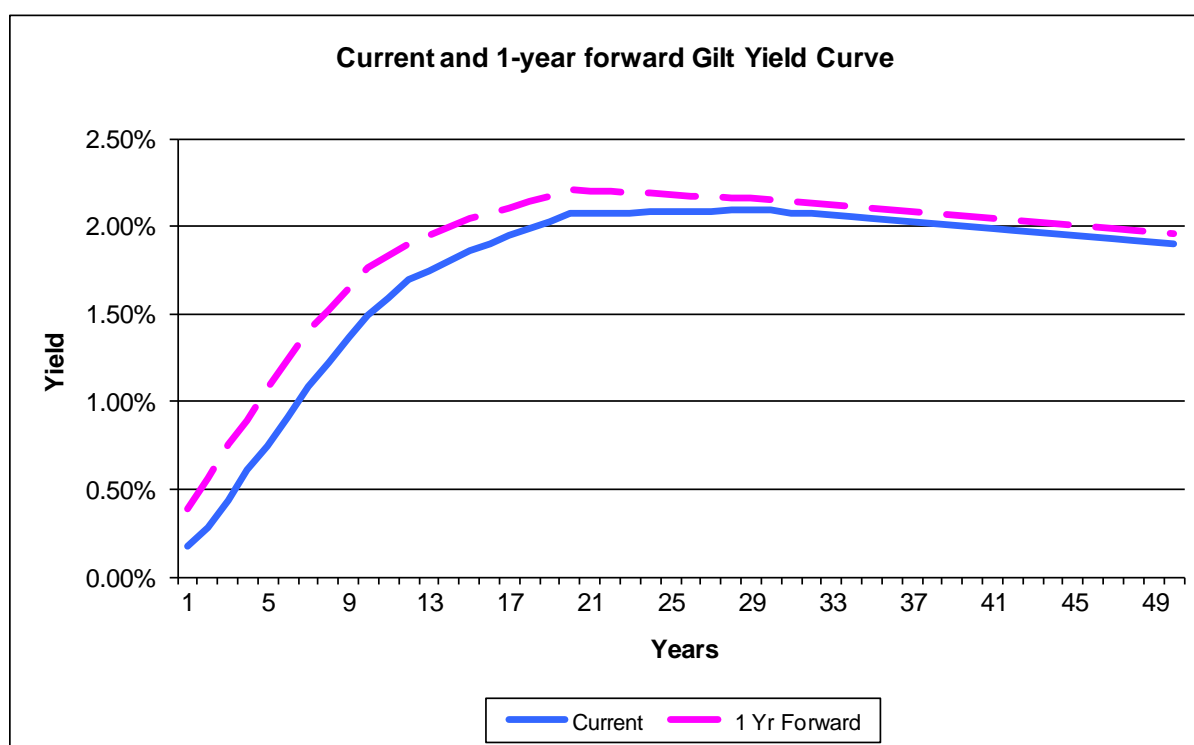
6.1 The Council's main objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. The key factors influencing the 2017/18 strategy are:

- (i) forecast borrowing requirements;
- (ii) the current economic and market environment; and
- (iii) interest rate forecasts.

6.2 The Council is currently maintaining an under-borrowed position. This means that capital expenditure has not been fully funded from loan debt as other funding streams (such as government grants and 3rd party contributions, use of Council reserves and cash balances and capital receipts) have been employed where available. This policy has served the Council well over the last few years while investment returns have been low and counterparty risk has been relatively high.

Prospects for Interest Rates

6.3 However, the borrowing position needs to be kept under review to avoid incurring higher borrowing costs in future years when the Council may not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt. Market commentators are forecasting an increase in interest rates across all maturities (see graph below) – though a limited increase rather than a material change. More detail on their interest rate forecasts is at Appendix 4.



Source: Bloomberg

- 6.4 Against this background and the risks within the economic forecast, caution will be adopted with the 2017/18 treasury operations. The Treasury Management team will continue to monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances (within their approved remit).
- 6.5 If it were considered that there was a significant risk of a sharp fall in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- 6.6 In the event that interest rates rose beyond the forecast used in the capital programme the revenue interest cost to the Council would increase. A rise of an extra 1% would cost £6m a year at peak external borrowing requirements of the capital programme for the period 2016/17 to 2021/22.

Borrowing limits

- 6.7 The Prudential Code requires the Council to set two limits on its total external debt, as set out in Table 6 below. The limits have been reduced by 10-20% per annum compared with the 2016/17 TMSS to reflect slippage in the capital programme. The limits are:
- (i) **Authorised Limit for External Debt (Prudential Indicator 7a)** – This is the limit prescribed by section 3(1) of the Local Government Act 2003 representing the maximum level of borrowing which the Council may incur. It reflects the level of external debt which, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.
 - (ii) **Operational Boundary (Prudential Indicator 7b)** – This is the limit which external debt is not normally expected to exceed. The boundary is based on current debt plus anticipated net financing need for future years.

Table 6 Overall borrowing limits

2015/16 Actual £m		2016/17 Forecast £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Authorised limit for External Borrowing							
471	Borrowing and Other Long term Liabilities	535	692	874	1,017	1,049	1,142
Operational Boundary for External Debt							
251	Borrowing	318	476	664	817	861	970
15	Other Long term liabilities	12	11	11	11	10	10
266	TOTAL	330	487	675	828	871	980

- 6.8 In addition, borrowing for the HRA has to remain within the HRA Debt Limit (prescribed in the HRA Self-Financing Determinations 2012) as detailed in the table below. Borrowing for the HRA is measured by the HRA CFR.

Table 7 HRA borrowing

2015/16 Actual £m	2016/17 Forecast £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
333 HRA Debt Limit	334	334	334	334	334	334
256 HRA CFR	267	279	297	301	315	315
(77)	Headroom	(67)	(55)	(37)	(33)	(19)

6.9 The City Treasurer reports that the Council complied with these indicators in the current year and does not envisage difficulties for the future.

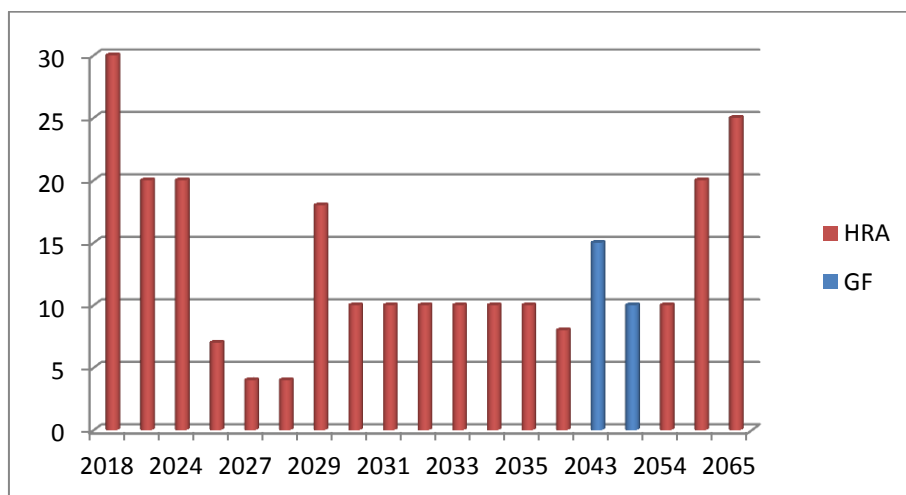
Maturity structure of borrowing (Prudential Indicator 10)

6.10 Managing the profile of when debt matures is essential for ensuring that the Council is not exposed to large fixed rate sums falling due for re-financing within a short period, and thus potentially exposing the Council to additional cost. Table 8 below sets out current upper and lower limits for debt maturity which are unchanged from 2016/17. The chart below shows the principal repayment profile for current council borrowing remains within these limits.

Table 8 Debt maturity profile limits

Actual maturity at 30 Sept 2016	upper limit	lower limit
%	%	%
0 under 12 months	40	0
12 12 months and within 24 months	35	0
8 24 months and within 5 years	35	0
11 5 years and within 10 years	50	0
69 10 years and above	100	35

Maturity profile of long-term borrowing



6.11 The Council has £70 million of LOBO (Lender Option Borrower Option) debt, none of which matures in the near future. Were the lender to exercise their option, officers will consider accepting the new rate of interest or repaying (with no penalty). Repayment of the LOBO may need to be considered for re-financing.

- 6.12 In the event that there is a much sharper rise in long and short term rates than currently forecast, then the balance of the loan portfolio will be re-visited with a view to taking on longer term fixed rate borrowing in anticipation of future rate rises.

Policy on Borrowing in Advance of Need

- 6.13 The Council has the power to borrow in advance of need in line with its future borrowing requirements under the Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, as amended. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 6.14 Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt Rescheduling

- 6.15 As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the cost of debt repayment (premiums incurred).
- 6.16 The reasons for any rescheduling to take place will include:
- (i) generating cash savings and / or discounted cash flow savings;
 - (ii) helping to fulfil the treasury strategy; and
 - (iii) enhancing the balance of the portfolio by amending the maturity profile and/or the balance of volatility.
- 6.17 Consideration will also be given to identifying the potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.
- 6.18 Any rescheduling will be reported to Housing, Finance & Customer Services Policy and Scrutiny Committee, in accordance with the usual monitoring cycle.

7. SECTION 3 - MANAGING CASH BALANCES

Current cash position and cash flow forecast

7.1 Table 9 below shows that cash balances have increased by £282m in the past six months which is mainly due to income such as council tax, business rates and grants received in advance.

Table 9 Cash position at 30 September 2016

As at 31 March 2016		As at 30 September 2016	
Principal	Average Rate	Principal	Average Rate
£m	%	£m	%
Investments			
585		886	
44		25	
629	0.59	911	0.66
Borrowing			
181	4.75	181	4.75
70	5.08	70	5.08
251	4.84	251	4.84

7.2 The medium-term cash flow forecast (see below) shows that the Council has a substantial positive cashflow position with an average cash position of more than £600m for the medium-term. The reason for the high cash balance is largely due to business rates and the amount held pending rating appeals.

Table 10 Medium-term cashflow forecast

	2017/18	2018/19	2019/20	2020/21	2021/22
	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Balance as at 1 April	820	814	769	765	727
Movement in Cash					
Capital Receipt	139	168	127	152	101
Grants & Contributions	145	123	40	57	18
Revenue Financing/MRR	68	42	39	33	30
Cash In	352	333	206	242	149
Capital Programme	(504)	(517)	(359)	(295)	(259)
Cash Out	(504)	(517)	(359)	(295)	(259)
Borrowing	146	170	149	30	110
Repayment of debt	0	-30	0	(15)	(5)
Balance 31 March	814	770	765	727	722
Average Balance	817	792	767	746	725

7.3 Approved Council policy is to set aside £150m to provide working capital and cover day to day contingencies. Therefore an average of £450m is available to be invested over the longer-term without impacting on the Council's need for liquidity.

Prospects for Investment Returns

- 7.4 Investment returns on cash-based deposits are likely to remain low during 2017/18 and beyond. Borrowing interest rates have been on a generally downward trend during most of 2016; they fell sharply to historically phenomenally low levels after the referendum and then even further after the MPC meeting of August when a new package of quantitative easing purchasing of gilts was announced.
- 7.5 Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling, and an increase in inflation expectations. The Council is therefore committed to investigating and pursuing alternatives to cash-based investments where it is considered prudent to do so.

Council policy on investing and managing risk

- 7.6 The aim is to manage risk and reduce the impact of any adverse movement in interest rates on the one hand but at the same time not setting the limits to be so restrictive that they impair opportunities to reduce costs or improve performance.

Balancing short and longer term investments

- 7.7 During the first half of 2016/17 investment of surplus funds for more than 364 days totalled £24.9m which was well within the upper limit for such investments of £200m.

Table 11 Investment limits

2015/16 Actual £m	2016/17 Forecast £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Upper limit for fixed interest rate exposure						
251 Net borrowing at fixed rate	318	476	664	817	861	970
Upper limit for variable rate exposure						
0 Net borrowing at variable rate	0	0	0	0	0	0
25 Upper limit for sums invested for more than 364 days	200	450	450	450	450	450

- 7.8 In view of the limited investment returns currently being experienced on short term cash-based investments and the substantial positive cashflow position over the medium-term (see paragraph 7.2 above), it is suggested that for 2017/18 and future years the Council consider increasing its limit on longer term investments (i.e. non-specified investments) to £450m for the next 5 years.

8. SUMMARY OF PRUDENTIAL INDICATORS (PIs)

- 8.1 The purpose of prudential indicators (PIs) is to provide a reference point or “dashboard” so that senior officers and Members can:
- (i) easily identify whether approved treasury management policies are being applied correctly in practice and
 - (ii) take corrective action as required.
- 8.2 As the Council’s s151 officer, the City Treasurer has a responsibility to ensure that appropriate PIs are set and monitored and that any breaches are reported to Members.
- 8.3 The City Treasurer has confirmed that the PIs set out below are all expected to be complied with in 2016/17 and he does not envisage at this stage that there will be any difficulty in achieving compliance with the suggested indicators for 2017/18.

PI ref	Para ref		2015/16 actual	2016/17 forecast	2017/18 proposed
1	5.2	Capital expenditure	£30m	£67m	£158m
2	5.8	Capital Financing Requirement (CFR)	£471m	£535m	£692m
3	5.9	Net debt vs CFR	£220m underborrowing	£217m underborrowing	£215m underborrowing
4	5.10	Ratio of financing costs to revenue stream	GF 1.37% HRA 35.86%	GF 0.29% HRA 31.25%	GF (0.91%) HRA 32.21%
5	5.12	Incremental impact of new capital investment decisions on council tax	£11.56 decrease in Band D council tax charge per annum	£14.81 decrease in Band D council tax charge per annum	£6.72 decrease in Band D council tax charge per annum
6	5.12	Impact of new capital investment decisions on housing rents	£6.68 increase in average rent per week	£1.19 decrease in average rent per week	£0.76 increase in average rent per week
7a	6.7	Authorised limit for external debt	£471m	£535m	£692m
7b	6.7	Operational debt boundary	£266m	£319m	£464m
7c	6.8	HRA debt limit	£333m	£334m	£334m
8	7.3	Working capital balance	£150m	£150m	£150m
9	7.7	Limit on surplus funds invested for more than 364 days (i.e. non-specified investments)	£25m	£200m	£450m
10	6.10	Maturity structure of borrowing	Upper limit under 12 months - 40% Lower limit 10 years and above - 35%	Upper limit under 12 months - 40% Lower limit 10 years and above - 35%	Upper limit under 12 months - 40% Lower limit 10 years and above - 35%

Appendices

- 1 Annual Investment Strategy
- 2 Minimum Revenue Provision (MRP) Policy
- 3 CIPFA requirements
- 4 Prospect for Interest Rates

BACKGROUND PAPERS

Treasury Management Strategy Statement 2016/17 (Approved by Council March 2016)
and Amendment to Investment Strategy 2016/17 (Approved by Council November 2016)

1. Section 3 Local Government Act 2003
2. Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended
3. DCLG Guidance on Minimum Revenue Provision 2012
4. DCLG Guidance on Local Government Investments – March 2010
5. CIPFA Prudential Code for Capital Finance in Local Authorities, 2011
6. CIPFA Treasury Management Code of Practice, 2011

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:

Steven Mair, City Treasurer

Tel: 020 7641 2904

Email: smair@westminster.gov.uk

ANNUAL INVESTMENT STRATEGY

1. The Council holds significant invested funds, representing income received in advance of expenditure, balances and reserves. During the first half of the current year, the Council's average investment balance has been around £882m and the cash flow projections shows this pattern is expected to continue in the forthcoming year. Investments are made with reference to the core balance, future cash flow requirements and the outlook for interest rates.
2. The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Investment Guidance") and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.
3. In accordance with the above guidance and to minimise the risk to investments, the Council applies minimum acceptable credit criteria to generate a list of highly creditworthy counterparties which will provide security of investments, enable diversification and minimise risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Investment returns expectations

4. Bank Rate was cut in August 2016 from 0.50% to 0.25%. It is forecast there will be a further cut during 2017 bringing the base rate down to 0.10% and it is not expected to rise back to 0.25% until quarter 2 2019. Bank Rate forecasts for financial year ends (March) are:

2016/17	0.25%
2017/18	0.25%
2018/19	0.25%
2019/20	0.75%

5. The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year are as follows

2017/18	0.40%
2018/19	0.60%
2019/20	1.25%
2020/21	1.50%
2021/22	1.50%

Investment time limits

6. This limit is set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment. For the year 2017/18, the proposed limit of investments for over 364 days is £450m as set out in table 11 of the TMSS.

Investment Policy

7. The Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to assess continually and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also

take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.

8. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Creditworthiness Policy

9. The primary principle governing the Council’s investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
 - (i) It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security; and
 - (ii) It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council’s prudential indicators covering the maximum principal sums invested.
10. The City Treasurer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to those which determine which types of investment instrument are either specified or non-specified as they provide an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
11. The Council takes into account the following relevant matters when proposing counterparties:
 - (i) the financial position and jurisdiction of the institution;
 - (ii) the market pricing of credit default swaps¹ for the institution;
 - (iii) any implicit or explicit Government support for the institution;
 - (iv) Standard & Poor’s, Moody’s and Fitch’s short and long term credit ratings;
 - (v) Sovereign ratings to select counterparties from only the most creditworthy countries; and
 - (vi) Core Tier 1 capital ratios².
12. Changes to the credit rating will be monitored and in the event that a counter party is downgraded and does not meet the minimum criteria specified in Appendix 1, the following action will be taken immediately:
 - (i) no new investments will be made;

¹ Credit Default Swaps (CDS) are tradable instruments where the buyer receives a pay-out from the seller if the party to whom the CDS refers (often a financial institution) has a “credit event” (e.g. default, bankruptcy, etc.). The price of the CDS gives an indication to the market’s view of likelihood – the higher the price the more likely the credit event.

² The Tier 1 capital ratio is the ratio of a bank’s core equity capital to its total risk-weighted assets (RWA). Risk-weighted assets are the total of all assets held by the bank weighted by credit risk according to a formula determined by the Regulator (usually the country’s central bank). Most central banks follow the Basel Committee on Banking Supervision (BCBS) guidelines in setting formulae for asset risk weights. The Core Tier 1 ratios for the four UK banks that WCC uses are: Barclays: 10.2%, HSBC: 11.2%, Lloyds: 12.0% and RBS: 10.8%.

- (ii) existing investments will be recalled if there are no penalties; and
- (iii) full consideration will be given to recall or sale existing investments which would be liable to penalty clause.

Specified and Non-specified investments

13. The DCLG Guidance on Local Government Investments made under section 15(1) of the Local Government Act 2003, places restrictions on Local authorities around the use of specified and non-specified investments. A specified investment is defined as an investment which satisfies all of the conditions below:
- (i) The investment and any associated cash flows are denominated in sterling;
 - (ii) The investment has a maximum maturity of one year;
 - (iii) The investment is not defined as capital expenditure; and
 - (iv) The investment is made with a body or in an investment scheme of high credit quality; or with the UK Government, a UK Local Authority or parish/community council.
14. A non-specified investment is any investment that does not meet all the conditions above. In addition to the long-term investments listed in the table at the end of Appendix 1, the following non-specified investments that the Council may make include:
- (i) **Green Energy Bonds** - Investments in solar farms are a form of Green Energy Bonds that provide a secure enhanced yield. The investments are structured as unrated bonds and secured on the assets and contracts of solar and wind farms. Before proceeding with any such investment, internal and external due diligence will be undertaken in advance of investments covering the financial, planning and legal aspects.
 - (ii) **Loans** - The Council will allow loans (as a form of investment) to be made to organisations delivering services for the Council where this will lead to the enhancement of services to Westminster Stakeholders. The Council will undertake due diligence checks to confirm the borrower's creditworthiness before any sums are advanced and will obtain appropriate levels of security or third party guarantees for loans advanced. The Council would expect a return commensurate with the type and duration of the loan. A limit of £50 million for this type of investment is proposed with a duration of over the life of the asset and Council's cash flow requirements. The operator of Westminster's leisure centres is seeking to borrow £1.25 million to finance a refurbishment of the leisure centres and this would be the first call on this type of investment opportunity. All loans would need to be in line with the Council's Scheme of Delegation and Key Decision thresholds levels
 - (iii) **Shareholdings in limited companies and joint ventures** – The Council invests in three forms of company:
 - Small scale businesses funded through the Civic Enterprise Fund aimed at promoting economic growth in the area. Individual investments are no more than £0.5m and the aim is for the Fund to be self-financing over the medium-term
 - Trading vehicles which the Council has set up to undertake particular functions. These are not held primarily as investments but to fulfil Council service objectives. **Page 1108** CityWest Homes is a company limited

by guarantee to run the housing arms-length management organisation. Any new proposals will be subject to due diligence as part of the initial business case. As these are not to be held primarily as investment vehicles, then there is an expectation that they will break-even.

- Trading vehicles held for a commercial purpose where the Council is obliged to undertake transactions via a company vehicle. These will be wholly owned subsidiaries of the Council with the aim of diversifying the investment portfolio risk.

(iv) **Pooled Property Funds** – These are Investment Vehicles which work in a way similar to Money Market Funds. In both cases the investor can purchase a number of units which are liquid in nature and therefore there is an immediate market available for sales of units purchased. Pooled Property funds can be a specified or unspecified Instrument. Limits for Pooled Property Funds are that only UK Property Funds can be used and the limit is £20m overall, and no more than £5m for any single fund. If investments are for over 364 days then the due diligence requirements in Section 15 must be followed

15. For any such investments, specific proposals will be considered by the Director of Treasury and Pensions, and approved by the s151 Officer after taking into account:
- (i) cash flow requirements
 - (ii) investment period
 - (iii) expected return
 - (iv) the general outlook for short to medium term interest rates
 - (v) creditworthiness of the proposed investment counterparty
 - (vi) other investment risks.
16. The value of non-specified investments will not exceed their Investment allocation. The Council must now formulate a strategy that allocates it's cash in the most effective manner to short, medium and long term non-specified investments.

Country of Domicile

17. The current TMSS allows deposits / investments with financial entities domiciled in the following countries: Australia, Canada, Denmark, Finland, France, Germany, Japan, Luxembourg, Netherlands, Norway, Singapore, Spain, Sweden, Switzerland, UK and USA. This list will kept under review and any proposed changes to the policy reported to the next meeting

Schedule of investments

18. The criteria for providing a pool of high quality short, medium and long-term, cash-based investment counterparties along with the time and monetary limits for institutions on the Council's counterparty list are in the table overleaf:

All investments listed below must be sterling denominated

Investments	Minimum Credit Rating Required (S&P/Moody's/Fitch)	Maximum Individual Counterparty Investment Limit (£m)	Maximum tenor
DMO Deposits	Government Backed	Unlimited	6 months
UK Government (Gilts/T-Bills/Repos)	Government Backed	Unlimited	Unlimited
Supra-national Banks, European Agencies	LT: AA+/Aa1/AA+	£200m	5 years
Covered Bonds	LT: AA+/Aa1/AA+	£300m	10 years
Network Rail	Government guarantee	Unlimited	Oct 2052
TfL	LT: AA-/Aa3/AA-	£100m	5 years
GLA	N/A	GLA : £100M	5 years
UK Local Authorities (LA)		LA : £50m per LA £100m in aggregate	3 years
Local Government Association (LGA)		LGA : £20m	12 years
Commercial Paper issued by UK and European Corporates	ST: A-1/P-1/F-1	£40m per name, £200m in aggregate	6 months
Money Market Funds (MMF)	LT: AAA/Aaa/AAA By at least two of the main credit agencies	£70m per Fund Manager £300m in aggregate	3 day notice
Enhanced Money Funds (EMF)	LT: AAA/Aaa/AAA By at least one of the main credit agencies	£25m per fund manager, £75m in aggregate	Up to 7 day notice
Pooled Property Funds	Internal and External due diligence	£5m per single fund £20m in aggregate	Up to 5 years
Collateralised Deposits	Collateralised against loan	£60m	50 years
UK Bank (Deposit or Certificates of Deposit)	LT: AA-/Aa3/AA- ST: F1+	£75m	5 years
UK Bank (Deposit or Certificates of Deposit)	LT: A-/A3/A ST: F1	£50m	3 years
Non-UK Bank (Deposit or Certificates of Deposit)	LT: AA-/Aa2/AA- ST: F1+	£50m	5 years
	LT: A/A2/A ST: F1	£35m	3 years
Green Energy Bonds	Internal and External due diligence	Less than 25% of the total project investment or maximum of £20m per bond. £50m in aggregate	10 years
Rated UK Building Societies	LT: A-/A3/A ST: F1	£10m per Building Society, £50m in aggregate	1 year
Loans to organisations delivering services for the Council	Due diligence	£50m in aggregate	Over the life of the asset
Sovereign approved list:			
Australia, Canada, Denmark, Finland, France, Germany, Japan, Luxembourg, Netherlands, Norway, Singapore, Spain, Sweden, Switzerland, UK and USA			

Minimum Revenue Provision (MRP) Policy

1. Capital expenditure is generally defined as expenditure on assets that have a life expectancy of more than one year. The accounting approach is to spread the cost over the estimated useful life of the asset. The mechanism for spreading these costs is through an annual MRP. The MRP is the means by which capital expenditure, which is financed by borrowing or credit arrangements, is funded by Council Tax.
2. Regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended (Statutory Instrument (SI) 3146/2003) requires full Council to approve a Minimum Revenue Provision (MRP) Statement setting out the policy for making MRP and the amount of MRP to be calculated which the Council considers to be prudent. In setting a level which the Council considers to be prudent, the Guidance states that the broad aim is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits to the Council.
3. The Council is recommended to approve the following MRP Statement:
 - (i) For capital expenditure incurred before 1 April 2007, MRP will be calculated using Option 1 (the 'Regulatory Method') of the CLG Guidance on MRP. Under this option MRP will be 4% of the closing non-HRA CFR for the preceding financial year.
 - (ii) For all capital expenditure incurred after 1 April 2007 financed from unsupported (prudential) borrowing (including PFI and finance leases), MRP will be based upon the asset life method under Option 3 of the DCLG Guidance.
 - (iii) In some cases where a scheme is financed by prudential borrowing it may be appropriate to vary the profile of the MRP charge to reflect the future income streams associated with the asset, whilst retaining the principle that the full amount of borrowing will be charged as MRP over the asset's estimated useful life.
 - (iv) A voluntary MRP may be made from either revenue or voluntarily set aside capital receipts.
 - (v) Estimated life periods and amortisation methodologies will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.
 - (vi) As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

- (vii) Charges included in annual PFI or finance leases to write down the balance sheet liability shall be applied as MRP.
 - (viii) Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational.
 - (ix) If property investments are short-term (i.e. no more than 4 years) and for capital appreciation, the Council will not charge MRP as these will be funded by the capital receipt on disposal.
4. There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made. For the Council this is componentised based on the life of component and the gross replacement cost within the overall existing use value – social housing of the HRA stock.

CIPFA requirements

The Council has formally adopted CIPFA's Code of Practice on Treasury Management (updated November 2011) and complies with the requirements of the Code as detailed below:

- Maintaining a Treasury Management Policy Statement setting out the policies and objectives of the Council's treasury management activities
- Maintaining a statement of Treasury Management Practices that sets out the manner in which the Council will seek to achieve these policies and objectives
- Presenting the Full Council with an annual TMSS statement, including an annual investment strategy and Minimum Revenue Provision policy for the year ahead (this report) a half year review report and an annual report (stewardship report) covering compliance during the previous year
- A statement of delegation for treasury management functions and for the execution and administration of statement treasury management decisions. (see below).
- Delegation of the role of scrutiny of treasury management activities and reports to a specific named body. At Westminster City Council this role is undertaken by the Housing, Finance and Corporate Services Policy and Scrutiny Committee.

Treasury Management Delegations and Responsibilities

The respective roles of the Council, Cabinet, Housing, Finance and Corporate Services Policy and Scrutiny committee and Section 151 officer are summarised below. Further details are set out in the Treasury Management Practices.

Council

Council will approve the annual treasury strategy, including borrowing and investment strategies. In doing so Council will establish and communicate their appetite for risk within treasury management having regard to the Prudential Code

Cabinet

Cabinet will recommend to Council the annual treasury strategy, including borrowing and investment strategies and receive a half-year report and annual out-turn report on treasury activities.

Cabinet also approves revenue budgets, including those for treasury activities.

Housing, Finance and Corporate Services Policy and Scrutiny Committee

This committee is responsible for ensuring effective scrutiny of the Treasury strategy and policies.

Section 151 Officer

Council has delegated responsibility for the implementation and monitoring of treasury management decisions to the Section 151 Officer to act in accordance with approved

policy and practices. The s151 Officer has full delegated powers from the Council and is responsible for the following activities:

- (i) Investment management arrangements and strategy;
- (ii) Borrowing and debt strategy;
- (iii) Monitoring investment activity and performance;
- (iv) Overseeing administrative activities;
- (v) Ensuring compliance with relevant laws and regulations;
- (vi) Provision of guidance to officers and members in exercising delegated powers.

Director of Treasury and Pension Fund

Has responsibility for the execution and administration of treasury management decisions, acting in accordance with the Council's Treasury Policy Statement and CIPFA's 'Standard of Professional Practice on Treasury Management'.

Treasury Team

Undertakes day to day treasury investment and borrowing activity in accordance with strategy, policy, practices and procedures.

Training

The CIPFA code requires the s151 officer to ensure that Members with responsibility for making treasury management decisions and for scrutinising treasury functions to receive adequate training. The training needs of all officers are reviewed periodically as part of the Learning and Development programme. Officers attend various seminars, training sessions and conferences during the year and appropriate Member training is offered as and when needs, and suitable opportunities, are identified.

Prospects for Interest Rates

- The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Capita Asset Services Interest Rate View													
	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Dec-19	Mar-20
Bank Rate View	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.75%	0.75%
3 Month LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.50%	0.60%	0.80%	0.90%
6 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.60%	0.70%	0.90%	1.00%
12 Month LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.80%	0.90%	1.00%	1.10%	1.30%	1.40%
5yr PWLB Rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	2.00%	2.00%
10yr PWLB Rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.70%
25yr PWLB Rate	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%
50yr PWLB Rate	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%
Bank Rate													
Capita Asset Services	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.75%	0.75%
Capital Economics	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.75%
5yr PWLB Rate													
Capita Asset Services	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	2.00%	2.00%
Capital Economics	1.60%	1.70%	1.80%	1.90%	1.95%	2.05%	2.20%	2.30%	2.40%	2.60%	2.80%	3.20%	3.30%
10yr PWLB Rate													
Capita Asset Services	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.70%
Capital Economics	2.30%	2.35%	2.45%	2.50%	2.55%	2.60%	2.70%	2.70%	2.80%	3.00%	3.20%	3.60%	3.70%
25yr PWLB Rate													
Capita Asset Services	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%
Capital Economics	2.90%	3.00%	3.05%	3.10%	3.15%	3.25%	3.30%	3.35%	3.45%	3.55%	3.75%	4.15%	4.35%
50yr PWLB Rate													
Capita Asset Services	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%
Capital Economics	2.80%	2.85%	2.95%	3.00%	3.05%	3.10%	3.15%	3.20%	3.30%	3.50%	3.70%	4.10%	4.20%

- The above forecasts indicate the impact that the Brexit vote on 23rd June has had in as much as Bank Rate was consequently cut on 4th August from 0.50% to 0.25% as the Monetary Policy Committee (MPC) took action to stimulate economic growth when business surveys, at that time, were strongly indicating a sharp economic downturn. The MPC also said that it was very likely that they would cut Bank Rate again before the year-end so the above forecast therefore includes a further cut to 0.10% in November 2016. However, economic statistics since August have indicated stronger growth than the MPC expected in August; also, inflation forecasts have risen substantially as a result of the sharp fall in the value of sterling since early August. This increases the possibility that Bank Rate may not be cut again in November, though another cut cannot be ruled out. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects already adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.
- Economic forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on Page 11 of 15

financial markets transpire over the next year. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

4. The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. An eventual world economic recovery may also see investors switching from the safe haven of bonds to equities.
5. The overall balance of risks to economic recovery in the UK remains to the downside.
6. PWLB rates and gilt yields have been experiencing exceptional levels of volatility that are highly correlated to geo-political, sovereign debt crisis and emerging market developments.
7. Apart from the above uncertainties, downside risks to current forecasts for UK gilt yields and PWLB rates currently include:
 - (i) Monetary policy action by central banks reaching its limit of effectiveness and failing to stimulate significant sustainable growth, combat the threat of deflation and reduce high levels of debt in some major developed economies, combined with a lack of adequate action from national governments to promote growth through structural reforms, fiscal policy and investment expenditure.
 - (ii) Major national polls:
 - US presidential election 8.11.16;
 - Italian constitutional referendum 4.12.16;
 - Spain has held two inconclusive general elections and is still unable to form a workable government with a coalition holding a majority of seats; if this impasse continues beyond 31 October, a third general election will have to be held – currently tentatively scheduled for 25.12.16
 - (iii) Dutch general election 15.3.17;
 - (iv) French presidential election April/May 2017;
 - (v) French National Assembly election June 2017;
 - (vi) German Federal election August – October 2017.
 - (vii) A resurgence of the Eurozone sovereign debt crisis.
 - (viii) Weak capitalisation of some European banks.
 - (ix) Geopolitical risks in Europe, the Middle East and Asia, increasing safe haven flows.
 - (x) UK economic growth and increases in inflation are weaker than we currently anticipate.
 - (xi) Weak growth or recession in the UK's main trading partners - the EU and US.
8. The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates, include: -

- (i) UK inflation rising to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium in gilt yields.
- (ii) A rise in US Treasury yields as a result of Fed. funds rate increases and rising inflation expectations in the USA, dragging UK gilt yields upwards.
- (iii) The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- (iv) A downward revision to the UK's sovereign credit rating undermining investor confidence in holding sovereign debt (gilts).

Economic Background

UK

9. GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were strong but 2015 was disappointing at 1.8%, though it remained one of the leading rates among the G7 countries. Growth improved in quarter 4 of 2015 from +0.4% to 0.7% but fell back to +0.4% (2.0% y/y) in quarter 1 of 2016 before bouncing back again to +0.7% (2.1% y/y) in quarter 2. During most of 2015, the economy had faced headwinds for exporters from the appreciation during the year of sterling against the Euro, and weak growth in the EU, China and emerging markets, plus the dampening effect of the Government's continuing austerity programme.
10. The referendum vote for Brexit in June 2016 delivered an immediate shock fall in confidence indicators and business surveys at the beginning of August, which were interpreted as pointing to an impending sharp slowdown in the economy. However, the following monthly surveys in September showed an equally sharp recovery in confidence and business surveys so that it is generally expected that the economy will post positive growth numbers through the second half of 2016 and in 2017, albeit at a slower pace than in the first half of 2016.
11. The Monetary Policy Committee (MPC) meeting on 4th August was dominated by consideration of the initial shock fall in business surveys and the expected sharp slowdown in growth. The result was a package of measures that included a cut in Bank Rate from 0.50% to 0.25%, a renewal of quantitative easing with £70bn made available for purchases of gilts and corporate bonds, and a £100bn tranche of cheap borrowing for banks to use to lend to businesses and individuals. The Bank of England quarterly Inflation Report included an unchanged forecast for growth for 2016 of 2.0% but cut the forecast for 2017 from 2.3% to just 0.8% and the forecast for 2018 to 1.8%. However, some forecasters think that the Bank has been too pessimistic with its forecasts; since then, later statistics and the sharp recovery in business surveys have provided support for this view. The Governor of the Bank of England, Mark Carney, had warned that a vote for Brexit would be likely to cause a slowing in growth, particularly from a reduction in business investment, due to the uncertainty of whether the UK would have continuing full access, (i.e. without tariffs), to the EU single market. He also warned that the Bank could not do all the heavy lifting to boost economic growth and suggested that the Government will need to help growth by increasing investment expenditure and possibly by using

fiscal policy tools (taxation). The new Chancellor, Phillip Hammond, announced, after the referendum result, that the target of achieving a budget surplus in 2020 will be eased in the Autumn Statement on 23rd November.

12. The Inflation Report also included a sharp rise in the forecast for inflation to around 2.4% in 2018 and 2019. CPI had already started rising during 2016 as the falls in the price of oil and food twelve months ago fall out of the calculation during the year and, in addition, the post referendum 18% fall in the value of sterling on a trade weighted basis, (as at late October), is likely to result in additional upward pressure on CPI. However, this further increase in inflationary pressures will take 2-3 years to gradually work its way through the economy so is unlikely to cause major concern to the MPC unless the increases are stronger than anticipated. The MPC is, therefore, on balance, expected to look through this one off upward blip in inflation from the devaluation of sterling in order to support economic growth, especially if pay increases continue to remain subdued and therefore pose little danger of stoking core inflationary price pressures arising from within the UK economy. The Bank of England will most probably have to revise its inflation forecasts significantly higher in its 3rd November quarterly Inflation Report: this rise in inflation expectations has caused investors in gilts to demand a sharp rise in longer term gilt yields, which have already risen by around fifty basis points since mid-August. It should be noted that 27% of gilts are held by overseas investors who will have seen the value of their gilt investments fall by 18% as a result of the devaluation of sterling, (if their investments had not been currency hedged). In addition, the price of gilts has fallen further due to a reversal of the blip up in gilt prices in early August after further quantitative easing was announced - which initially drove yields down, (i.e. prices up). Another factor that is likely to dampen gilt investor sentiment will be a likely increase in the supply of gilts if the Chancellor slows down the pace of austerity and the pace of reduction in the budget deficit in the Autumn Statement - as he has already promised. However, if there was a more serious escalation of upward pressure on gilt yields, this could prompt the MPC to respond by embarking on even more quantitative easing, (purchases of gilts), to drive gilt yields back down.

USA

13. The American economy had a patchy 2015 with sharp swings in the quarterly growth rate leaving the overall growth for the year at 2.4%. Quarter 1 of 2016 disappointed at +0.8% on an annualised basis while quarter 2 improved, but only to a lacklustre +1.4%. However, forward indicators are pointing towards a pickup in growth in the rest of 2016. The Fed embarked on its long anticipated first increase in rates at its December 2015 meeting. At that point, confidence was high that there would then be four more increases to come in 2016. Since then, more downbeat news on the international scene and then the Brexit vote, have caused a delay in the timing of the second increase which is now strongly expected in December 2016. Overall, despite some data setbacks, the US is still probably the best positioned of the major world economies to make solid progress towards a balanced combination of strong growth, full employment

and rising inflation: this is going to require the central bank to take action to raise rates so as to make progress towards normalisation of monetary policy, albeit at lower central rates than prevailed before the 2008 crisis.

Eurozone

14. In the Eurozone, the ECB commenced, in March 2015, its massive €1.1 trillion programme of quantitative easing to buy high credit quality government and other debt of selected EZ countries at a rate of €60bn per month. This was intended to run initially to September 2016 but was extended to March 2017 at its December 2015 meeting. At its December and March 2016 meetings it progressively cut its deposit facility rate to reach -0.4% and its main refinancing rate from 0.05% to zero. At its March meeting, it also increased its monthly asset purchases to €80bn. These measures have struggled to make a significant impact in boosting economic growth and in helping inflation to rise significantly from around zero towards the target of 2%. GDP growth rose by 0.6% in quarter 1 2016, (1.7% y/y), but slowed to +0.3%, (+1.6% y/y), in quarter 2. Forward indications are that economic growth in the EU is likely to continue at moderate levels with Germany continuing to outperform other major European economies. This has added to comments from many forecasters that central banks around the world are running out of ammunition to stimulate economic growth and to boost inflation. They stress that national governments will need to do more by way of structural reforms, fiscal measures and direct investment expenditure to support demand and economic growth in their economies.
15. There are also significant political risks within the EZ in as much as Spain has held two general elections since December 2015 and still been unable to form a functioning government holding a majority of seats, while the Netherlands, France and Germany face general elections in 2017. A further cause of major political tension and political conflict, is one of the four core principals of the EU – the free movement of people within the EU, (note – not in just the Eurozone common currency area). In addition, Greece has been a cause of major concern in terms of its slowness in delivering on implementing fundamental reforms required by the EU to reduce its budget deficit in exchange for the allocation of further bailout money.
16. Another area of major concern is that many Italian banks are exposed to substantial amounts of underperforming loans and are undercapitalised. Some German banks are also undercapitalised, especially Deutsche Bank, which is under threat of major financial penalties from regulatory authorities that will further weaken its capitalisation. What is clear is that national governments are forbidden by EU rules from providing state aid to bail out those banks that are at risk, while, at the same time, those banks are unable realistically to borrow additional capital in financial markets due to their vulnerable financial state. However, they are also ‘too big, and too important to their national economies, to be allowed to fail’.

Asia

17. Economic growth in China has been slowing down and this, in turn, has been denting economic growth in emerging market countries dependent on exporting raw materials to China. Medium term risks have been increasing in China e.g. a dangerous build up in the level of credit compared to the size of GDP, plus there is a need to address a major over supply of housing and surplus industrial capacity, which both need to be eliminated. This needs to be combined with a rebalancing of the economy from investment expenditure to consumer spending. However, the central bank has a track record of supporting growth through various monetary policy measures which further stimulate the growth of credit risks and so increase the existing major imbalances within the economy.
18. Economic growth in Japan is still anaemic, and skirting with deflation, despite successive rounds of huge monetary stimulus and massive fiscal action to promote consumer spending. The government is also making little progress on fundamental reforms of the economy.

Emerging countries

19. There are also concerns around the vulnerability of some emerging countries which are particularly exposed to the downturn in demand for commodities from China or to competition from the increase in supply of American shale oil and gas reaching world markets. Financial markets could also be vulnerable to risks from major sovereign wealth funds of those countries that are highly exposed to the falls in commodity prices from the levels prevailing before 2015, especially oil, and which, therefore, may have to liquidate substantial amounts of investments in order to cover national budget deficits over the next few years if the price of oil does not return to pre-2015 levels.



City of Westminster

Cabinet Report

Meeting:	Cabinet
Date:	20th February 2017
Classification:	<i>For general release</i>
Title:	Pay Policy 2017- 2018
Wards Affected:	n/a
Financial Summary:	There are no direct financial implications
Report of:	Lee Witham, Director of People Services

1. Executive Summary

To advise of the publication of the Council's annual Pay Policy for 2017 – 2018. This needs to be approved by Cabinet on 20th February 2017 and by full Council on 1st March 2017, before publication.

2. Recommendations

That Cabinet recommends that the Council adopt the Pay Policy for 2017 - 2018 (see Appendix 1).

3. Reason for decision

- 3.1 The Council is required to publish its Pay Policy by 31st March every year. It must be approved formally by Cabinet and full Council before publication. The Council is already transparent in its approach to senior pay and publishes detailed information about senior officer pay and Members allowances to meet its duties under the Local Government Transparency Code (2015).
- 3.2 The Council's Pay Policy meets the statutory requirements of the Localism Act 2011. It brings together all the Council's existing policies on pay, which have been subject to consultation. The Pay Policy must detail Chief Officer's remuneration, increases and additions to pay, bonuses, termination payments and remuneration on recruitment. It must also include information about the relationship between the remuneration of its highest paid officer (The Chief Executive) and the median total salary of all employees (the "pay multiple").

- 3.3 This report appends the Pay Policy for 2017 – 2018. It should be noted that the Pay Policy will be amended in response to the Government's reforms to public sector exit payments (i.e. to cap exit payments at £95,000 and recover exit payments for employees earning £80,000 plus where they take another public sector role within a 12 month period) which are due to come into effect in early 2017. The Director of People Services will monitor developments and any arising amendments to the Pay Policy will be presented for sign off at the appropriate level.

4. Legal Implications

None

5. Financial Implications

None

If you have any queries about this Report or wish to inspect any of the Background Papers please contact: Lee Witham, Director of People Services lwitham1@westminster.gov.uk, 0207 641 3221

Appendix 1 Westminster City Council Pay Policy 2017- 2018

Introduction

Westminster City Council's (the Council) Pay Policy is published in line with the Localism Act 2011, Section 38 (1) which requires all Local Authorities in England and Wales to publish their Pay Policy annually, at the start of each financial year.

The Council's Pay Policy is presented to full Council for approval on 1st March 2017. It brings together the Council's approach to pay and remuneration¹ which was approved by Cabinet on 27 August 2008 and is detailed in various Council policies. It is published on the Council's [website](#). The Council seeks to be an Equal Opportunities employer and will heed all relevant employment legislation related to pay and remuneration. This includes but is not limited to the Equality Act (2010) and the Part-time Workers (Prevention of Less Favourable Treatment) Regulations (2000).

The Council publishes salaries of Chief Officers and senior staff earning over £63,297 (FTE) and above on the Council's [website](#) in line with Local Government Transparency Code 2015.

Background

The Council implemented a Broad Band pay structure in 2008, the purpose of which is to provide one simplified pay structure from the top to the bottom of the organisation. The pay structure focuses on rewarding added value and supporting business aims. It does not reward time served in post i.e. there is no guaranteed incremental progression. All progression is based on exceeding performance targets.

The Broad Band pay structure provides clarity and transparency on the levels within the organisation and applies to all staff employed by the Council with the exception of: schools support staff (except where the governing body has adopted the broad band structure), JNC Youth Workers, Public Health staff who TUPE transferred into the Council and Soulbury staff.

The Council recognises the need to recruit and retain staff in highly skilled or specialist work areas, where posts are hard to fill. It is accepted that our central London location and the occasional limited availability of quality personnel in certain professions means that in exceptional circumstances it is difficult to recruit to key posts on the salary for the grade of the post. Where there is a genuine requirement a Market Based Salary Supplement reflecting the difference between WCC salary and market pay rates is paid as a time bound and non - contractual addition to salary.

Notes

¹ Excluding some employees in Schools, JNC Youth Workers, Public Health staff that TUPE transferred into the Council and Soulbury staff.

The Broad Band Pay Structure

There is one Broad Band pay structure from the top to the bottom of the organisation. There are 7 Broad Bands with 7 pay steps in each band. Band 1 is the lowest and Band 7 is the highest. The band of a post is determined through job evaluation.

The pay levels in the Broad Bands are generally reviewed annually in line with the National Joint Council for Local Government Services (NJC) and the Greater London Provincial Council (GLPC).

Definition of Chief Officer

The term “Chief Officer” for the purposes of this Pay Policy includes the following positions:

- The Chief Executive
- All Executive Management Team (EMT) Directors*
- All Directors / Deputy Director, Heads of Services (Corporate Leadership Team)*

*all of whom meet the definition of either Statutory or Non-Statutory Chief Officers or Deputy Chief Officers as specified under Part 1, Section 2 (para's 6 -8) of the Local Government and Housing Act 1989, (LGHA) e.g.

“Non-Statutory Chief Officer” means,

- (a) a person for whom the head of the authority's paid service is directly responsible;
- (b) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service; and
- (c) any person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the local authority themselves or any committee or sub-committee of the authority.

“Deputy Chief Officer” means, subject to the following provisions of this Section, a person who, as respects all or most of the duties of his post, is required to report directly to one or more of the statutory or non-statutory Chief Officers.

For the purposes of this Pay Policy only, managers below Corporate Leadership Team level, who as a result of changes in the structure, now report to a Chief Officer as defined above are not classified as Deputy Chief Officers.

Pay accountability

Salary packages on appointment which exceed £100,000

All posts including those which exceed a salary package² of £100,000 are appointed within a pay band and structure where the principles of reward and remuneration have been previously agreed by full Council. Therefore any new appointments are not subject to full Council consideration.

Redundancy payments which exceed £100,000

Employees are contractually entitled to be paid in line with the Council's Redundancy Compensation policy if they are made redundant. If a proposed redundancy payment exceeds more than £100,000 (excluding the capital cost of pension entitlement) and this is higher than the employee's contractual entitlement, the approval of full Council will be sought before an offer is made to the employee.

Chief Officer Remuneration

Chief Executive (Head of Paid Service)

The Chief Executive is paid a spot salary of £205,419 per annum. An additional 18% of this amount is held as deferred salary. This amount is not guaranteed and payment depends on performance. The Chief Executive was awarded a deferred salary payment of £32,541 in May 2016 for the period 1 April 2015 – 31st March 2016. The Chief Executive undertakes the role of Returning Officer. A Returning Officer **may** recover their charges for services and expenses provided they were necessarily rendered or incurred for the efficient and effective conduct of the election and the total does not exceed the overall maximum recoverable amount specified by the Secretary of State in an order.

Posts which exceed a salary package of £100,000

- Directors (Executive Management Team) are paid at Band 7. The basic salary range for Band 7 is £137,130 - £189,193.
- Deputy Directors / Heads of Services (Corporate Leadership Team which includes some members of the Executive Management Team) are paid at Band 6. The basic salary range for Band 6 is £96,957 - £133,910.

These salary figures include 10% "deferred salary"

Notes

² Including basic salary and professional fees, PHI and lease car contributions where applicable but excluding pension contributions in accordance with the Local Government Pension Scheme regulations.

Deferred salary

Directors and Deputy Directors/Heads of Service are only paid 90% of the basic salary figures listed above. 10% of the basic salary is deferred. Payment of the deferred salary up to 10% is not guaranteed and will depend on achievement of targets.

Benefits

All Chief Officers are entitled to the following benefits:

- Private Health Insurance
- Reimbursement of the payment of one professional membership fee relevant to the proper performance of duties
- Up to £234 per month contribution to contract car hire (not available for any Chief Officer appointment made after 1 December 2011).

There is no cash alternative to the above benefits.

Additional Allowances

All Chief Officers are expected to work such hours as are required for the efficient performance of their duties. There are no other additional elements of remuneration in respect of overtime or premium payments (e.g. bank holiday working, stand by arrangements etc).

There are no additional allowances in respect of the roles of:

Monitoring Officer

Section 151 Officer

General Remuneration Principles Applying to Remuneration of Chief Officers and Employees

Recruitment

On recruitment individuals will be placed on the appropriate step salary within the evaluated grade for the job. In order to recruit high quality staff a relocation package may be offered where necessary and where this would be considered cost effective. When recruiting and appointing to a Chief Officer post, the starting salary offered must be within the target salary and cannot exceed this except in exceptional cases where the Executive Director or Chief Executive has authorised this. Where an interim is required to cover a Chief Officer role, a Temporary Agency Contractor may be engaged in line with the requirements of the Council's Procurement and Contracts Code, rather than the use of a Contract for Services.

Broad Band Pay Progression

There is no automatic time served incremental progression. All progression is based on exceeding performance and increased contribution. Any pay progression cannot exceed the maximum of the relevant band.

The Council does not apply performance related pay or bonuses.

Termination of Employment

On termination of employment with the Council, the Council's policy applies to all Chief Officers. Individuals will only receive compensation:

- where appropriate and relevant (e.g. redundancy compensation)
- in line with the Council's Redundancy and Redundancy Compensation Policy
- which complies with the specific terms of a settlement agreement, which will take into account the Council's contractual and legal obligations, the need to manage an exit effectively, risks to the Council and the commercial business case.

Re-employment

The decision to re-employ a previous employee, who has been made redundant by the Council (and on termination of employment received a redundancy compensation payment), will be made on merit.

The Council will not engage such an individual under a Contract for Services.

Remuneration of the Lowest Paid Employees

The Council's definition of the lowest paid employee excludes staff based outside London. Employees on Band 1 Step 1 are defined as the Council's lowest paid employees. The full time equivalent annual basic salary of this Step is £18,846 and the full time basic salary at the maximum of Band 1 is £25,185. The Chief Executive's basic salary (as at 1st January 2017) is £205,419 which is 10.89 times the lowest salary.

London Living Wage

The Council does not have a policy to pay the London Living Wage; though the Council's minimum full time equivalent hourly rate of pay to its employees is £10.06. This exceeds the recommended London Living Wage rate.

Pay Multiple

The Local Government Transparency Code (2015), states that local authorities should publish their pay multiple. This is defined as the ratio between the highest paid salary and the median salary of the workforce. The Council's pay multiple (using total pay³) as at 31 December 2016 is 6.34 i.e. the Chief Executive, who had the highest total pay as at 31st December 2016 (£237,960) earned 6.34 times more than the Council's median full time equivalent total salary of £37,555.

Notes

³ Total pay is the sum of full time equivalent basic salary plus actual amounts received for the reimbursement of professional fees, market based salary supplements, honorariums and shift allowances where claimed up to 31st December 2016. Pension contributions are excluded. Total pay for senior management and the Chief Executive also includes deferred salary for the performance year to 31st March 2016, where awarded, car lease contributions and the value of Private Health Insurance premiums where claimed. All payments have been made in line with Council policy and were pro-rated if applicable.

The Pay Policy for 2017-2018 will be amended in response to the Government's reforms to public sector exit payments (i.e. to cap exit payments at £95,000 and recover exit payments for employees earning £80,000 where they take another public sector role within a 12 month period).

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City of Westminster

Cabinet Report

Meeting or Decision Maker:	Cabinet
Date:	20 February 2017
Classification:	For general release
Title:	Creation of a new subsidiary company to provide services to CityWest Homes Limited (CWH) and to investigate opportunities for economies and efficiency savings and/or income generation
Wards Affected:	All
Key Decision:	Approval of the creation of a new subsidiary company to provide services to CWH
Financial Summary:	Setting-up a new subsidiary under CityWest Homes will enable opportunities for efficiencies and income generation to be delivered. In order to assist in its sustainability and competitiveness as a business it will not seek to be admitted to the Local Government Pension Scheme (LGPS) allowing employer pension contributions to be significantly reduced. This is also one of the primary ways CityWest Homes can reduce costs and has been previously agreed as part of the 2015 – 2020 strategy.
Report of:	Barbara Brownlee, Director of Housing and Regeneration WCC / Jonathan Cowie, Chief Executive CityWest Homes

1. Executive Summary

- 1.1 In 2014, the Council commissioned an independent review of CWH, and the findings identified a number of opportunities to update its operating model and reduce cost. On this basis, the Council set CWH the target to deliver £5.2m of added value to the HRA and the Council by 2020.
- 1.2 The 2015-2020 CWH corporate strategy set out a proposal for the creation of a subsidiary operating company to provide increased value for money for both CWH and the Council. This was in principle approved by CWH Board, recognising a lot more work was required to finalise the new structure.
- 1.3 Section 3 of this report sets out the strategy development, governance and review processes which this proposal has already been through to date. Section 7 sets out the risk assessment and mitigations.
- 1.4 This report seeks authority from Cabinet to approve the establishment of a CWH subsidiary company to undertake provision of services to CWH and to exploit further opportunities to provide services to the Council and other public bodies.
- 1.5 This proposal also supports the focus on Civic Leadership and the Community Cohesion Strategy, with the planned expansion of the Council's Area Estate Management plans and the creation of the Hubs. This allows easier integration between the activities undertaken in a specific area and those services performed by CityWest on behalf of the Council.
- 1.6 The subsidiary company will be named CityWest Homes Services Limited (hereafter referred to as NewCo) and will enter into an arrangement with CWH for services. It will seek to implement processes to reduce cost for services required by CWH as well as generating income by undertaking limited trading activity (up to 20% of trading activity is permitted under Regulation 12 of the Public Contracts Regulations 2015 without the need for a procurement process).
- 1.7 It is proposed that the subsidiary will not be admitted to the LGPS. Instead it will offer a highly competitive auto-enrolment-compliant defined contribution based pension scheme to new employees. All other terms and conditions of employment will remain the same, and it is anticipated that by the end of 2017/18 up to 80 staff could be employed in the new company (out of c400) – 50 through a TUPE transfer in from the housing management provider Pinnacle (see paragraph 10.4), and a further 30 by way of replacing existing CWH staff as they leave the organisation through natural turnover.

2. Recommendations

- 2.1 That the Cabinet **gives consent** on behalf of Westminster City Council to the creation of a subsidiary company of CityWest Homes Limited and the Council, for the reasons set out in this report.
- 2.2 That the Cabinet **approves** the proposed shareholding split of 80% to the Council and 20% to CityWest Homes to be created in two classes of shares as described in Option 1 of the legal implications at 9.6 below
- 2.3 That delegated authority be given to the Executive Director of Growth Planning and Housing, in consultation with the Cabinet Member for Housing, to finalise all negotiations including the rights of each class of share to enable CityWest Homes Services Limited to be properly formed

3. Strategic Background

- 3.1 In 2014, the Council commissioned Altair, a specialist housing consultancy, to carry out an independent review of CityWest Homes (CWH). The findings (February 2015) discovered that CWH's service was good but the operating model was dated and the cost of service was high in comparison with other housing organisations. The recommendation was that CWH targets a 20% reduction in the wider costs to the HRA that CWH can control, rather than just the core operating costs. On this basis, the Council set CWH the target to deliver £5.2m of added value to the HRA and the Council by 2020.
- 3.2 CWH's strategy sets out its focus to drive up service quality whilst reducing costs. CWH will do this by becoming more efficient and cutting out waste and activities that do not add value to our residents. The key components of the transformation programme established to deliver the strategic objectives are outlined below:
 - Multi-channel choice for customers to choose their preferred access channel from a range of options including telephony, online and app-based self-service, web-chat and face-to-face contact at a local office or surgery
 - Consistent experience for customers to access similar levels of service across the channels which helps to promote natural migration towards the more accessible digital channels
 - A Multichannel Customer Service Centre to manage 70% of all inbound contact delivering first call resolution to 75% of contacts
 - Staff to provide a proactive and mobile face-to-face local offer
 - CRM providing authenticated access enabling the capability for customers to self-serve with 90% of services available online through the CWH

website

- 3.3 Services are currently delivered across 19 villages by 6 estate offices, four area 'hubs', and two different providers (Pinnacle and CWH). This results in a fragmented and inconsistent service for customers. A key enabler to introduce an area wide Multichannel Customer Service Centre and specialist teams across Westminster will be to bring service provision under one company that is able to secure the best value for money for the Council, and residents. This will be achieved by a TUPE transfer of Catalyst and Pinnacle staff into a newly created subsidiary limited company, along with any future newly joining staff.
- 3.4 This proposal has already been reviewed and agreed in principle as a key element of the CWH Target Operating Model by:
- CWH Board (which includes 4 councillors) (September 2016)
 - CWH Joint Consultative Committee (Union engagement forum)
 - WCC EMT (January 2016, September 2016)
 - WCC Housing EMT and Director of Housing and Regeneration (October 2016)
 - Cabinet Members Tim Mitchell and Daniel Astaire (October / November 2016)
 - Tri-borough Legal (October, with follow-on review November 2016)
 - WCC Finance (January 2017)
 - Specialist pension advice and input: WCC Director of Treasury and Pensions; Eversheds specialist legal; Barnet Waddingham, actuaries for WCC LGPS scheme; Jelf specialist pension advisors

4. Reasons for Decision to establish a subsidiary company

Reducing CWH's operating costs

- 4.1 In order to maximise opportunities to provide value for money to the Council, CWH must find ways to reduce its net cost base through continued pursuit of efficiencies, obtaining supplies/services more economically and by generating additional revenue. CWH must continue to demonstrate that it provides the best solution for the Council's requirements.
- 4.2 The setting up of a subsidiary company that can provide services to CWH and others will enable increased focus on commercial opportunities to reduce the combined net cost base, the development of new service capability and capacity as well as investigation and testing of approaches and systems for increasing efficiency and productivity.

- 4.3 Initially, resourcing of the subsidiary company will be achieved through secondments from CWH and agency staff (in line with current practice), but with the ability to recruit new employees as new services/increased requirements for services are identified it is expected that this would enable CWH to reduce reliance on use of agency staff (thereby providing an immediate ability for cost saving). Adopting this approach will enable the business of the subsidiary to develop progressively (rather than attempting to establish the full business in one “big bang” approach), with the potential in the future to either become, or lead to the establishment of, a fully trading entity owned by CWH jointly with the Council. With that in mind it is vital that the subsidiary is established on a basis which is able to demonstrate competitiveness in the market.
- 4.4 One of the base costs of CWH relates to the cost of pensions. Pension costs associated with the LGPS can be a significant inhibiting factor to the ability of local authority service companies to demonstrate they are cost competitive.
- 4.5 CWH is required to offer the LGPS to all staff by virtue of paragraph 21 of Schedule 2 of the LGPS Regulations 2013 which define CWH as a ‘Part 1 Scheme Employer’. The benefits to CWH of this position includes the attractiveness of the LGPS as part of the remuneration package which aids recruitment and retention, as well as also providing parity with Council colleagues. However it is a more expensive pension scheme than those generally offered across the private sector. Additionally, the costs of the LGPS are expected to continue increasing (see paragraph 8.7). Continuing to offer the LGPS as a benefit to all staff is therefore a barrier to reducing costs, and improving the competitiveness of CWH services (e.g. when benchmarked against other providers).
- 4.6 However, the new subsidiary would not be classified in the same way as CWH and would have the ability to offer different pension arrangements to new joiners even though the remaining terms and conditions offered would be the same as those for current CWH staff.

Growing commercial revenues by being more price competitive

- 4.7 The new subsidiary will initially only provide staff services to CWH. The reduced level of pension costs would mean that:
- the overall cost of the provision of services to the Council by CWH (utilising staff from the new subsidiary) would be expected to reduce over time as CWH staff leavers are replaced in the subsidiary (increasing the value for money of its solution);

- CWH would be able to deliver increased/additional services, including some currently provided by third party providers, thereby reducing overall costs for the Council by providing the current and increased services at a competitive cost.

Creating a return on the Council's investment in CWH

4.8 CWH was established in 2002 as a company limited by guarantee in common with most housing arms length management organisations (ALMOs) formed at the time. This company structure precludes making any dividend or profit distribution. Establishing a subsidiary company limited by share capital will enable it to make distributions to either CWH or the Council from distributable reserves. Setting up the subsidiary with a defined contribution pension scheme eliminates the risk of a pension liability on the balance sheet, which would otherwise prevent the company from making any distributions to shareholders. Given that CWH cannot make dividends back to the Council, because it is limited by guarantee, it is proposed that the Council takes a majority shareholding in the newly established limited company.

5. Background, including Policy Context

- 5.1 Setting up the subsidiary would enable CWH, whenever requiring to appoint new staff (or replacements for those leaving CWH), to consider requiring the subsidiary to provide the necessary resources. This would effectively enable CWH to close access to the LGPS to new employees. The replacement of the pension costs associated with the LGPS with those of a defined contribution alternative (which would still be appropriate and attractive to prospective employees) would generate cost savings for the services being provided.
- 5.2 It should be noted that CWH will not require existing staff to transfer to the subsidiary company and suffer detriment to their current terms and conditions. However, the approach identified does create an option for employees who want to opt out or have opted out of the LGPS scheme to move to a more affordable pension arrangement, which addresses feedback that some staff would welcome the option provided.
- 5.3 The actuaries (Barnett Waddingham) have reported that they anticipate further increases to CWH's LGPS contributions will be required following the next triennial valuation (effective from 1 April 2017). This is due to an increased level of prudence within the valuation assumptions and changes in market conditions. This is important to note because the implication is that the cost of providing a pension through the LGPS will continue to increase. The ability, through the establishment of a subsidiary, to move new staff to a lower cost pension scheme provides a means of mitigating this risk. CWH could not achieve this by itself; the scope for these savings can only be achieved through

a different legal entity, such as a subsidiary limited company, as CWH cannot offer an alternative pension scheme.

- 5.4 Currently (2016/17) the employers contribution rate for CWH into the LGPS is 19.1% of salary. This comprises a basic rate of 12.3% plus a lump sum of £556,300, to reduce the funding deficit. In 2017/18 CWH will make a final contribution (on top of the basic contribution rate) of £29,400 which will bring CWH's share of the LGPS to a fully funded position. Whilst in other years this would reduce the future basic contribution rate to 12.3%, the actuary has advised that for 2017/18 going forward, the basic rate will increase to 16.6% to reflect their reduced assumption about take-up of the 50:50 option under the LGPS.
- 5.5 Therefore going forward CWH's employers contribution rate to the LGPS will be 16.6%. Moving to a money purchase defined contribution pension scheme has the potential to reduce base pension costs within the new company by at least 10%, assuming the employer contributions are around 6% (which is typical in comparator organisations).
- 5.6 By way of further clarification, the creation of a subsidiary with different employee terms and conditions is already an approach used within the public sector (e.g. Transport for London, RBKC, Barnet Homes).

6. Corporate Governance

- 6.1 The proposal would involve a subsidiary providing workforce services to CWH. This would support the delivery of lower cost services provided under CWH's management agreement with the Council, thereby generating savings to the Housing Revenue Account (HRA).
- 6.2 Such a subsidiary would be limited by shares with 80% owned by the Council and 20% owned by CWH. Corporate governance of the new subsidiary would follow the existing arrangements for CWH, ideally with a subset of existing CWH Board and WCC Executive Team members forming the board. The subsidiary company would not undertake or provide any other services outside the Council / CWH Management Agreement, or services undertaken for the Council, without further approval from the Council.
- 6.3 Under EU procurement law, the open advertising and tendering rules for public contracts do not apply where a public body obtains services from "in-house" sources. This is the so-called *Teckal* principle (now encapsulated in regulation 12 of the Public Contracts Regulations 2015). The proposed entity and structure provides a simple vehicle which would retain this 'Teckal' status. This point has been confirmed through the legal review performed by Eversheds.

6.4 CWH and NewCo would have a revenue/cost and service sharing agreement according to the resources and services provided by each other on a contractual basis.

7. Risk mitigation

7.1 The table below sets out the key risks, proposed mitigation and residual risk rating assessed for this proposal. It should be noted that due to the lead times required for the transition of Pinnacle staff, which is proposed to be completed by July, any significant delay may have the consequence of needing to push the process into the following year so as to avoid conflict with the busiest time of the year, operationally, for the business.

Risk	Main impact	Mitigation	Risk rating
Impact on reputation	CWH	Pro-active communications planning Support of Westminster Cabinet member and Director of Housing & Regeneration	
Delays as a result of union consultation	CWH	Further consultation will build on previous support expressed at Joint Consultative Committee (JCC).	
Need to assure compliance with all legal and regulatory requirements	CWH	Advice is being sought from Eversheds to ensure all requirements are met	
Two-tier workforce	CWH	All other employment conditions will remain the same with the exception of pensions. The substitute pension offered will be a high quality defined contribution alternative.	
Dilution of governance	CWH	Will fall under the same Board and Committee governance as CWH.	
Running two companies may increase costs, at least short term	CWH	The costs will be minimal and will be more than offset by the savings	
Impact on salary levels	CWH	Levels of pay will be the same for CWH and the subsidiary company. Pay principles will continue to apply across the entirety of CityWest Homes and the subsidiary company.	
Delay to approval from WCC to start the Newco will slow the wider CWH transformation and delay the savings plan significantly	CWH	Joint working between CWH and WCC to ensure the proposal is clear on the benefits, risks and way forward, and that the work required after approval is given is completed efficiently.	

Risk	Main impact	Mitigation	Risk rating
Possibility of breaching the Teckal limit	WCC	This will initially be low risk. It can be monitored and if foreseen to increase and exceed the 20% limit, further steps can be taken.	
Staff turnover not as forecast with the possibility of savings being delayed	CWH & WCC	The rate of attrition has been modelled at 10% which is lower than the current rate of 17% turnover per annum	
Reputational risk to WCC of being seen to cut employees' pension rights to achieve financial savings	WCC	The plans have been discussed with unions, follows feedback from CWH staff, will not affect existing CWH staff if they choose to stay in LGPS and Pinnacle TUPE staff will be no worse off.	

8. Financial Implications

Cost savings from defined contribution pension scheme

- 8.1 The budgeted cost for pensions of £2.023m for 16/17 for CWH is the second largest cost at 6% of budget to CWH. This is forecast to reduce to £1.938m in 2017/18 and £1.909m in 2018/19 and onward. This reflects CWH achieving 100% funding in 2017/18.
- 8.2 Barnett Waddingham have prepared a cost forecast based on 6% employer contributions to a defined contribution pension scheme and assuming a reasonable rate of staff turnover of 10% (assuming that when staff leave they are replaced by employees of NewCo). The cost forecast confirms that cost savings can be expected to materialise quite quickly. The current rate of voluntary staff turnover is around 17% (including CityWest Residential), which is expected to reduce over time as the organisation progresses through the transformation programme.
- 8.3 The existing LGPS baseline costs and the projected savings from a new defined contribution scheme are shown in the tables below.

<i>Figures in £'000s</i>	16/17 Fcst.	17/18 Est.	18/19 Est.	19/20 Est.	20/21 Est.
LGPS baseline	2,023	1,938	1,909	1,909	1,909

<i>Figures in £'000s</i>	16/17 Fcst.	17/18 Est.	18/19 Est.	19/20 Est.	20/21 Est.
LGPS contribution	2,023	1,743	1,544	1,393	1,256
Defined contribution	0	72	137	194	245
Total contribution	2,023	1,815	1,681	1,586	1,501
Potential saving	0	123	228	323	404
Assumed active LGPS members	377	339	305	275	248
Assumed staff turnover		10%	10%	10%	10%

- 8.4 The key sensitivity in respect of savings realisation is the rate of staff turnover because this determines how many people are hired onto the lower cost pension scheme.
- 8.5 CWH will always need to keep active members in the LGPS to avoid crystallising the deficit in the scheme. However, the scheme will be fully funded from a funding valuation perspective. Provided the scheme remains fully funded until the last member retires, the risk of a deficit crystallising is negligible.
- 8.6 CWH plans to begin appointing staff into NewCo from 1 April 2017, in order to maximise 2017/18 efficiencies. This will begin with the TUPE transfer of the Homeownership Westminster team (two staff coming from Catalyst), and all subsequent external appointments. On 5 June 2017 it is anticipated that c50 FTE will transfer in to the new company from Pinnacle.

Impact on LGPS contributions for CWH

- 8.7 At the time of the last triennial valuation in 2013, CWH agreed to provide additional contributions over the next 3 years to address its funding deficit in the LGPS. The additional contributions are being achieved by a lump sum contribution to the pension fund which will bring the fund to 100% funding level by 2017/18. The actuaries are currently estimating that whilst CWH will achieve full funding in 2017/18, the reduced take-up of the 50:50 option under the LGPS means that the basic employers contribution rate will increase from the current 12.3% to 16.6%.

Charging mechanism

- 8.8 NewCo would charge CWH a contractual rate for services. Any profits could be retained as reserves, or paid as dividends to shareholders.

Impact on the HRA and General Fund

- 8.9 The impact on the HRA of the new subsidiary is that savings from lower pension costs arising from the defined contribution pension scheme would partly or perhaps fully offset any increased costs in respect of LGPS pensions arising from the 2016 funding revaluation exercise. Under the proposal outlined savings would benefit CWH and consequently the HRA. Initially there would be no direct benefit to the General Fund, until Newco was able to pay dividends.
- 8.10 The overall savings associated with the pension costs will depend on staff attrition and numbers auto-enrolling.

It is proposed that initially all the shareholding will be 80% owned by the Council and 20% owned by CWH.

- 8.11 In line with the strategy, subject to the actuarial review and the agreed contribution rates the new arrangement would support the overall reductions in the management fee.

Growth from new revenue streams through the subsidiary

- 8.12 New commercial business would sit within the new subsidiary, and would also become a source for profits and therefore dividends. As stated above, Regulation 12 (still commonly referred to as the Teckal principle) limits the value of third party revenue that NewCo could generate by requiring no more than 20% of its total activities to be carried out for third parties (the intention being that the Teckal entity is undertaking the majority of its activities directly for its controlling body, being a public body).
- 8.13 Higher numbers of staff transferring to the subsidiary would mean the new subsidiary would be able to increase the services provided to CWH and so could grow third party revenue further (as the 20% Teckal limit would also grow). This would provide an opportunity for greater returns to the shareholders.
- 8.14 The new subsidiary arrangement would enable CWH to take on other services for the HRA or general fund and provide further opportunities for savings or shareholder value, particularly where similar LGPS costs are present.

Accounting and tax implications

8.15 The accounting implications of the decision to set up a subsidiary with a new defined contribution pension scheme are that:

- CWH and the Council would have to account for and disclose a shareholding in the subsidiary, the related party transactions, and potentially produce consolidated accounts
- A defined contribution pension scheme would need to be accounted for in NewCo
- Any dividends would need to be accounted for
- HRA costs will be reduced due to a reduction in the management fee charged by CWH to the HRA
- The savings will form part of the overall £5.2m annualised savings to be delivered by 2020/21

8.16 Advice will be sought from our auditors around any other accounting or audit considerations. The auditors will also be asked to provide a fee estimate for the new subsidiary.

8.17 Mazars, CWH's taxation advisor, have confirmed the subsidiary would be liable to pay corporation tax on its profits. Mazars are also providing accounting advice on the transfer pricing considerations so that an appropriate charging regime can be determined to minimise corporation tax as part of establishing the company.

8.18 In addition the advice from Mazars confirms there are no VAT issues based on a simple arrangement of charging costs within the VAT group.

8.19 As there are no anticipated changes in ownership, Mazars have confirmed there are unlikely to be any capital gains considerations.

Costs

8.20 The only incremental costs anticipated are a set-up cost of around £10-20k initially expected with annual costs for audit and tax of around £5k.

9. Legal Implications

9.1 Legal advice on the creation of NewCo and these implications have been provided by Shaun Jamieson, Gary Delderfield, Paul Pugh and Richard Franklin of Eversheds LLP

- 9.2 CWH will work with a third party pension provider to ensure that the new defined contribution scheme complies with auto-enrolment requirements.
- 9.3 Legal advice obtained from Eversheds indicated that CWH may be lawfully able to set-up a subsidiary without reference to the Council, but as 80% of the shareholding will be owned by the Council, approval by full Cabinet is therefore required under the financial regulations of the Council.
- 9.4 At this stage, it is envisaged that this company would only provide services and not own any significant assets (i.e. property). The services would initially be solely to support CWH but as its business and organisation develops it is anticipated that it will provide services to third parties. This will require careful monitoring to ensure that at an appropriate stage (and prior to the 20% level referred to above being exceeded) consideration is given to the establishment of a separate trading entity (which would not be subject to the same constraints but would, effectively, not be able to provide services to CWH or NewCo other than by competing successfully in a compliant EU procurement process).
- 9.5 Advice has been obtained from Eversheds regarding the detailed set-up of the subsidiary and associated 'arms-length' contract with CWH.
- 9.6 Eversheds have provided 2 options to achieve the desired 80/20 split of ownership whilst continuing to treat NewCo as a subsidiary of CWH. A third option is provided as an accompaniment to Options 1 and 2:

- **Option 1.** NewCo issues 2 classes of shares: "A" Shares (issued to the Council) and "B" Shares (issued to CWH).

Strengths:

Each class of share may have different rights attaching to them, including the option to include additional rights to B shares.

Different rights could address the appointment of board members and voting rights at shareholder and board level on specific issues

Can deliver the proportionate profit and asset distribution entitlements reflecting the 80/20 split.

A simple solution, offering flexibility in the allocation of rights to the 2 share classes.

Weaknesses

Further work would be required to determine the different rights

- **Option 2.** NewCo issues 2 classes of shares; "A" shares which have all the equity rights attached, but without any voting or other rights, and "B" Shares with all the control such as voting rights and ability to appoint directors etc. but

without any equity entitlement. Each class of shares is issued to both WCC and CWH, and apportioned between them as agreed between the parties. For example, this could involve an 80/20 in favour of the Council for the “A” (equity) shares and 80/20 in favour of CWH for the “B” (control) shares

Strengths:

80/20 equity rights are secured in favour of the Council

Very clear split of equity and control

Weaknesses:

A rigid system which does not allow any degree of flexibility.

- **Additional Option:**

In conjunction with Option 1 and Option 2, CWH and the Council may agree to categorise certain decisions as “reserved matters” which require the consent of all parties or a particular party (i.e. the Council or CWH) as identified for any specific reserved matter. The reserved matters can be built into a shareholders agreement or they can be built into the Articles of Association. Typically reserved matters will be specific matters which the parties all agree will require unanimous consent or the consent of the minority shareholder where they would not ordinarily have the necessary rights. There are typical matters identified as reserved matters for joint venture type arrangements which can be considered or the parties can add or develop their own.

This option provides further flexibility to enhance Options 1 and 2, whilst adding complexity.

9.7 Both Options 1 and 2 would be capable of achieving the purposes of the share split identified earlier in the report (regarding distribution of profits and asset control).

9.8 In either option NewCo would not be obliged to offer membership of LGPS.

10 Staff Implications

10.1 The new pension offer is expected to be an occupational pension scheme run by a Master Trust. This type of scheme is regulated by the Pensions Regulator, including the Master Trust Assurance Framework and also qualifies for Financial Services Compensation Scheme to enhance member protection. The new contribution levels will meet the Pension Quality Mark standard as set out by the Pension and Lifetime Savings Association. This is considered a ‘good’ scheme when compared across the wider employment market. All other conditions of employment will be exactly the same as the wider CWH offer, only the pension arrangements will differ, ensuring CWH remains an attractive place to work. The new scheme will apply to all new recruitments, irrespective of role or seniority.

10.2 New staff in NewCo will be auto enrolled in the new defined contribution pension scheme, which would still be competitive and attractive due to a lower contribution rate/cost (24% of existing CWH staff currently elect not to partake,

primarily due to the cost of contributions). The opt out rate for the new scheme is expected to be 5% in line with norm data for comparable schemes, thereby improving the overall take-up by staff.

- 10.3 Since 2009, CWH staff have had different terms and conditions from WCC employees. The change in pension arrangements is seen as adding additional flexibility for current staff, as they could choose to opt into this scheme as it may be more affordable for them; and choice for new starters as they can choose the level of contribution they want to make (which they cannot do under LGPS) which is important in attracting high quality recruits. The LGPS rules offer only limited flexibility in terms of employee contributions.
- 10.4 In June 2017 when the Housing Management aspect of the Pinnacle contract comes in house, c50 FTE will transfer into the scheme. At a forecast potential 10% annual turnaround of staff, an additional 30-40 staff could have also joined under the new company by the end of 2017/18. This would mean within a year approximately a fifth of CWH and NewCo staff combined could be employed by the new company.
- 10.5 There are no staffing implications but there will be some administration costs in setting up the new pension scheme.
- 10.6 CWH will undertake an equalities impact assessment to ensure that no-one with protected characteristics would be adversely affected and result in potential reputational risk.

11 Customer Impact

- 11.1 Customers will not experience any impact on the service they receive, nor require any separate contact with this company as a separate entity.
- 11.2 Pension cost reductions will result in lower operating costs for CWH, and this will result in leaseholder service charges reducing accordingly.
- 11.3 As identified in section 5.1, this will result in lower HRA costs, therefore to the benefit of customers.

12 Consultation

- 12.1 Senior WCC staff have been briefed and fully support the proposed formation.
- 12.2 The concept of a subsidiary with varied pension arrangements was discussed with the unions in June 2014, January 2015 and October 2016 with no objections raised.
- 12.3 The CWH Board and its Remuneration, Employment and Diversity Committee (REDC) considered employee risks in a previous Board paper, and REDC will review the suitability of potential third party pension providers.

12.4 The CWH Board approved the concept as an integral part of the 2015-2020 strategy, and ratified the decision in September 2016.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:

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City of Westminster

Cabinet Report

Decision Maker:	Cabinet
Date:	20 February 2017
Classification:	For General Release
Title:	Governance of the Westminster Community Infrastructure Levy (CIL) and Pooled Section 106 Resources
Wards Affected:	All
Financial Summary:	Westminster's CIL is projected to raise average revenue of around £17.5 million per annum across the development cycle. The City Council is able to retain 5% of its own CIL receipts and 4% from the Mayoral CIL receipts it collects for administration, monitoring, collection and reporting purposes. The CIL governance procedures outlined in this report are, therefore, being developed and will be implemented through these existing resources.
Report of:	Director of Policy, Performance and Communications

1. Executive Summary

- 1.1. This paper sets out for approval by the Cabinet proposed governance arrangements for the Westminster Community Infrastructure Levy (CIL) and the remaining 'pooled' resources secured through section 106 agreements. In particular:
- 1) Proposed governance structures at Member and officer levels.
 - 2) Governance of CIL spend; including the process for the "neighbourhood portion" of CIL. The proposals include setting 'indicative proportions' of spend of CIL revenues for particular types of infrastructure; preparation of a policy statement on spending of CIL resources (including the approach to the 'neighbourhood CIL') and the role of ward councillors.
 - 3) Improvements to governance of resources secured through 'pooled' section 106 agreements

- 1.2. In 2016 the Government commissioned a 'review team', chaired by Liz Peace (former Chief Executive of the British Property Federation), to review the CIL. Their report - A New Approach to Developer Contributions - a Report by the CIL Review Team, was published on 7th February 2017 alongside the Housing White Paper. As expected, the review has resulted in proposals for reform of CIL rather than simply abolishing it. The recommendations are considered to allow local authorities to take advantage of the best elements of the existing CIL and section 106 regimes. The recommendations encourage a three tier system by making provisions for:
- (i) A low level Local Infrastructure Tariff (LIT)
 - (ii) Section 106 (S106) on large/strategic sites (in addition to LIT)
 - (iii) A Strategic Infrastructure Tariff (SIT) – for combined authorities (and, presumably, the Mayor of London) - and in addition to LIT and, where applicable, S106.
- 1.3. The Report recommends that sufficient transitional arrangements are put in place and that this should be completed by 2020. This would require new legislation. However, there is a suggestion that amendments to the CIL regulations could be made as an interim measure to address the most immediate issues. The Government are to consider options for reforming both the CIL and s106 agreements and are to make a further announcement in the Autumn Budget.
- 1.4. Officers will be considering the detailed recommendations of the Review Team's report and will make comments to Government. In general, simplification of the system would be welcomed, as would the arbitrary restriction preventing both CIL and s106 being used for the same infrastructure. However, it will be important to ensure that one set of complexities are not simply replaced with new ones. This report, therefore, deals with the position before any changes are made to the CIL and s106 and it is likely that revised proposals have to be brought forward to reflect changes to the CIL and s106 in due course.

2. Recommendations

- 2.1. Cabinet is asked to agree that:
- a) The Leader appoint a Cabinet CIL Committee, to be chaired by the Cabinet Member for Planning and Public Realm and with a membership to be appointed by the Leader with the following terms of reference, to provide member oversight of implementation and collection of CIL, to take decisions on spend proposals submitted by the officer working group or to refer decisions to Cabinet as appropriate.
 - b) An officer working group is established to oversee administration and governance of the CIL, to give initial consideration to proposals for spending CIL revenue and to make recommendations to the Cabinet CIL Committee.

- c) The initial indicative CIL allocation set out in Table 2 in this report is adopted, subject to revision by the Cabinet CIL Committee (if this proves necessary to deliver the council's policy priorities).
- d) That the officer working group should draw up a Policy Statement on the administration and allocation of CIL (including the "neighbourhood portion") for approval by the Cabinet CIL Committee dealing with the matters outlined in paragraphs 6.8-7.10 of this report.
- e) The arrangements for governance of the neighbourhood portion of CIL outlined in section 7 of the report be approved.

3. Reasons for Decision

- 3.1. Clear and transparent CIL and 'pooled' Section 106 governance mechanisms will ensure robust and effective expenditure and reporting in line with the Community Infrastructure Levy Regulations 2010 (as amended) and in accordance with the Council's framework for resource allocation and management.

4. Westminster Community Infrastructure Levy

- 4.1. Westminster's Community Infrastructure Levy (CIL) came into effect on 1st May 2016. It operates on the basis that liability to pay arises as planning permission is granted; at that stage the council issues a "liability notice". The requirement to pay arises when development commences, at which point a "demand notice" is issued. At the time of writing this report the council has issued 101 liability notices for a total amount of £23,298,273 and 18 demand notices for a total amount of £7,283,030. Of this sum, a total of £451,598 has been paid and there is, therefore, currently an outstanding sum of £6,831,432 payable by mid-March 2018.
- 4.2. Revenue projections suggest that the CIL could raise an annual average of around £17.5 million (how much is raised in a particular year depends on the level of development – in the eight year period modelled the sums paid in individual years varied between £5-£30 million). As CIL is not paid until development starts it will take some time for significant resources to be accrued – particularly in light of uncertainty about the commercial real estate sector in light of last June's European Union referendum result, which does appear to have had an effect on how quickly developments are being commenced after planning permission is granted.
- 4.3. The governance of Westminster's CIL (its collection, spend, monitoring and reporting) has been of increasing interest to landowners, developers, neighbourhood forums, infrastructure providers and other agencies and stakeholders. As there will not be significant receipts in the first twelve months, governance arrangements are likely to be *ad hoc* to start with; this allows a little time to bed them in.

- 4.4. For governance purposes, Westminster CIL receipts can be broken down into three distinctive portions: the 'City CIL', the 'Neighbourhood CIL' and the 'CIL Administration', as shown in Table 1 below:

Table 1: 'Portions' of Westminster CIL Receipts

Portion	Percentage of receipts	Process
City CIL Strategic Portion	70 - 80%	Spend decided by Council according to its strategic infrastructure priorities Spend can be anywhere within Westminster - or outside – providing the infrastructure funded is required to support development in Westminster.
Neighbourhood CIL Portion	Currently 15% of CIL collected in respect of development in each neighbourhood capped at £100 per council tax dwelling. This increases to 25% (uncapped) in places <u>where a neighbourhood plan is in place.</u>	<u>Queen's Park:</u> neighbourhood portion passed to the Community Council who spend it. <u>Elsewhere:</u> funding retained by the Council and spent by it in consultation with the neighbourhood communities in which development paying a CIL has taken place.
CIL Administrative Expenses Portion	5% of CIL collected	Spend applied to costs of administrative expenses for collection and enforcement in line with legal restrictions on the use of this funding. (NB 4% of the Mayoral CIL collected by the council can also be retained for this purpose).

- 4.5. This Cabinet report draws on experience of other CIL charging authorities and CIPFA/SOLACE guidance on the principles of CIL and financial governance. The governance proposals are intended to ensure transparency and effective identification and management of risk.

5. Proposed CIL Governance Structures

Cabinet CIL Committee

- 5.1. It will be important to ensure there is a clear process for taking decisions on CIL spend, particularly to ensure they are taken in ways that meet the Council's strategic priorities and in line with its wider resource allocation processes - while also ensuring sufficient flexibility to address changing priorities and programmes. However, requiring all CIL decisions to be taken by the whole Cabinet would be an unduly cumbersome mechanism to deal with what are likely to be in the main largely routine matters.
- 5.2. It is, therefore, recommended that a Cabinet CIL Committee should be established. Under the Council's Constitution, the Cabinet Member for Planning and Public Realm has responsibility for any matters relating to the administration of the Community Infrastructure Levy as a collecting authority on behalf of the Mayor and implementation of Westminster CIL. This includes administering the

distribution of appropriate funds to parish councils/neighbourhood forums. Given this it is suggested that, subject to the agreement of Cabinet and subsequent formal appointment by the Leader, the Cabinet CIL Committee should be chaired by the Cabinet Member for Planning and Public Realm. If a Cabinet CIL Committee is approved, the Leader is asked to decide on the full membership of the Committee. Meetings of the Committee will be held in public as required including notification in accordance with the Council's Consultation and Statutory requirements.

- 5.3. It is recommended that the Cabinet CIL Committee be established on the basis that its Chairman would be able to recommend that strategic and/or significant cross-portfolio decisions should be referred to the full Cabinet for discussion and decision.
- 5.4. This approach would allow for a more managed approach to decision-making, with meetings arranged as and when required at various stages of the annual cycle. The Cabinet CIL Committee would take decisions on CIL spend proposals, provide member oversight of the engagement processes with neighbourhoods and others; agree the Regulation 123 list of infrastructure that might be funded through CIL (see below); receive monitoring reports on CIL collection; and steer the two-yearly reviews of the Westminster CIL already committed to.

Officer Working Group.

- 5.5. It is proposed that the Cabinet CIL Committee should be supported by a working group of senior council officers, chaired by the Head of City Policy and Strategy. This will:
 - Develop a policy approach and process for the allocation of CIL – both the City and Neighbourhood portions - including oversight of engagement with ward members, neighbourhoods, BIDS, local partnerships and other stakeholders;
 - Oversee the preparation, consultation on and publication of the statutory list of infrastructure that CIL might be used to fund (commonly known as “the Regulation 123 list”, for the relevant provision of the CIL Regulations);
 - Consider project recommendations from across all service areas (and, where appropriate, external infrastructure providers); ensure they are consistent with City for All, the Westminster City Plan, West End Partnership Delivery Plan, Greener City Action Plan etc.; and prioritise those which would be recommended for funding in line with the allocation policy. Proposals will only be considered if they are accompanied by a record of the prior approval of the relevant Cabinet Member(s);
 - Oversee the engagement and allocation processes for the Neighbourhood CIL (see Section 7 of this report);

- Make recommendations to the Cabinet CIL Committee (explained in the next section) about the allocation of Neighbourhood and City CIL; and
 - Ensure CIL allocations and expenditure are implemented and reported in line with legislative requirements.
- 5.6. The working group has been operating in shadow form since July 2016 and once formally approved will agree a regular programme of meetings to ensure it provides effective support to the Cabinet CIL Committee.
- 5.7. It is proposed that the Cabinet CIL Committee and senior officer working group will also oversee allocation of pooled Section 106 funding of a 'strategic nature', where an existing s106 'pot' (like the Paddington Social & Community Fund) has been established and specific projects have yet to be defined. This will help ensure transparent decision making - in line with Cabinet Members' and ward councillors' priorities.
- 5.8. The officer working group will be administered by the council's Policy, Performance and Communications Directorate. It will comprise senior representatives from Corporate Finance, Legal Services and "spending directorates" (i.e. Growth, Planning and Housing, City Management and Communities, Public Health, Children's and Adults' Services and Libraries). The working group will, as appropriate, call on external partners and partnerships such as City West Homes, the West End Partnership and infrastructure providers like Transport for London, as required.
- 5.9. The officer working group would work on an annual cycle for estimating likely CIL spend, overseeing the process of engagement with neighbourhoods, infrastructure providers and other external stakeholders and organising the process for collection and approval of CIL. It would report to the proposed Cabinet CIL Committee on (at least) a quarterly basis. These reports will:
- Seek the Cabinet CIL Committee's approval for spending decisions;
 - Make recommendations to the Cabinet CIL Committee for revision of the "Regulation 123" list of infrastructure that could be funded through CIL ;
 - Report on the engagement process, and;
 - Provide information about the amounts of CIL collected and prospective future income.

At the end of each financial year the officer working group will also prepare the statutory monitoring reports on amounts collected and what CIL has been spent on.

- 5.10. These arrangements will be organised to ensure decisions about CIL are linked with those on the Council's Capital Programme and are aligned with its financial

Medium-Term Planning (MTP). At the same time they will ensure sufficient flexibility to deal with priorities arising during the course of the year and to manage large, multi-phase projects where details and profiling of spend may have to change as they proceed.

6. Governance of City CIL - the “City Portion”

- 6.1. This section deals with decisions on spend of the 70-80% of CIL revenue the Council has sole and direct control over – the “City Portion”. Under the legislation this must be spent on *“the provision, improvement, replacement, operation or maintenance of infrastructure to support the development”* of Westminster. There is, however, no need for a “hard” distinction between this and the ‘Neighbourhood Portion’ dealt with in the next section; money from both “portions” can be used for the same project if it has benefits for the neighbourhood(s) concerned. In practice it is likely that many neighbourhoods will look to the council to “top up” their neighbourhood portion to pay for larger items, particularly while the neighbourhood portion is capped before a neighbourhood plan is in place.

Indicative CIL Allocation “Pots”

- 6.2. Although there is no legal requirement to do this, it would help communicate the Council’s intentions to landowners, developers, residents and other stakeholders if the Council sets out indicative proportions of CIL spend on particular infrastructure categories. It also provides a framework for discussions with neighbourhoods.
- 6.3. If the council were to take this kind of approach indicative “pots” could be identified based on infrastructure types or policy themes, the size of projects or service areas. Whatever categorisation is chosen, there will need to be a clear link back to the Strategic Infrastructure Plan underpinning the Westminster City Plan (i.e. infrastructure that can, on the basis of a reasonable evidence base, be shown to meet the legal test of being required to support development). Within this it will also be important to relate spending decisions to strategic documents such as those mentioned above, which will explain how the objectives and policies in the City Plan are to be translated into more practical action. For example, in taking forward public realm projects that support more sustainable modes of travel and deliver wider environmental benefits such as improved air quality and noise reduction.
- 6.4. It is also important to bear in mind that the greater the disaggregation of CIL, the more difficult it becomes to deliver infrastructure– resources should not be sliced so many ways that meaningful infrastructure delivery is impossible and governance overly complicated.
- 6.5. Therefore, it is recommended that ‘pots’ should be linked to the types of projects identified through the Council’s infrastructure planning process. Of the 189 infrastructure projects identified in the current Strategic Infrastructure Plan, the

breakdown (both by number of the projects that could be funded from CIL and by the value of those projects as a percentage of the total cost) is shown in Table 2 below.

Table 2: Westminster Strategic Infrastructure Plan, Addendum 2014

Category	% of projects potentially CIL fundable	% of total cost 2012-31
Education	8%	7%
Emergency Services	2%	0%
Health	5%	4%
Community Services	8%	1%
Parks and open spaces	5%	3%
Public realm	43%	23%
Sport and Leisure	2%	3%
Transport	17%	13%
Utilities/Waste*	8%	47%

* “Utilities/Waste” projects include a number of expensive water and sewerage projects, including the Thames Tideway Tunnel, which explains why they represent such a high proportion of the total value. It is unlikely that Westminster’s CIL income will provide funding for these projects to any significant extent.

- 6.6. Table 3 below sets out a recommended allocation across potential “pots” based on this information, including a rough estimate of the cash amounts that might be involved in an “average” year (including both City and Neighbourhood CIL, but net of the 5% administrative portion).

Table 2: Recommended CIL allocation “pots” (NB these figures do not sum because of rounding)

“Pot”	Suggested allocation	Estimated cash amount in an average year
Public realm/transport	50%	£8.3m
Health and Community Services	10%	£1.7m
Education:	5%	£0.85m
Parks/Sport and Leisure	5%	£0.85m
Utilities/waste	10%	£1.7m
Members Priorities/ contingency	20%	£3.4m

- 6.7. The above figures reflect the position at the time the update to the Strategic Infrastructure Plan was prepared (2014) and can be varied to reflect changing needs and priorities as the Plan is updated. It will be important to be clear,

however, that they are entirely matters for the city council to decide and the council can change the pots or the proportion of revenue allocated to each without having to go through any formal process. It should also be stressed that:

- “Pots” have been identified in the interests of transparency, to help administer CIL and to allow project planning for relevant service areas;
- They are indicative, and the council can reserve its right to depart from them if that proves necessary (because there is a major project requiring funding in a particular year, for example);
- They are broad allocations - in practice there are likely to be overlaps between them;
- They will be kept under review and might be changed if experience suggests this would be sensible;
- Allocations between pots would be considered alongside preparation of the “Regulation 123 list” of infrastructure that CIL might be used to spend; and
- An updated Strategic Infrastructure Plan will be required to support revisions to the Westminster City Plan and priorities may need to be reviewed in light of this and changes to other strategy documents.

- 6.8 The Full Council meeting on 25th January 2017 approved a motion dealing with health and social care in Westminster and the North West London Sustainability and Transformation Plan (STP). This included a reference to dedicating CIL and section 106 funds, particularly from health and social care development sites, to help develop the infrastructure for health and social care integration in Westminster and asked officers to report thereon to the relevant Cabinet Member. It is important to note that health and social care developments do not pay Westminster CIL (and the former do not pay Mayoral CIL either) and it will be extremely rare for section 106 contributions to be paid by developments of this kind that can be used for these purposes. Notwithstanding, it is proposed that there will be an indicative “pot” for health and social care infrastructure (see Table 2), which meets part of the motion. The Council is legally required to report annually on the projects it funds using CIL income.

CIL Spending Policy Statement

- 6.9. A CIL Spending Policy Statement is recommended by national guidance as a way of informing internal decision-making and engagement with neighbourhoods and other stakeholders. Such a Policy Statement would include a set of principles to underpin decision-making, thus making it clear that spend decisions will be:

- *Plan-led* - in Westminster this would involve using the principles and policies in the Westminster City Plan, the London Plan and accompanying Strategic Infrastructure Plan as the guiding framework for investment with City for All and other strategy documents providing more detailed objectives to determine spending decisions;
- *Priority driven* - striking an appropriate balance between strategic and more locally-based place-making infrastructure to support the development of Westminster and its neighbourhoods and help address the demands this will place on an area – strategic documents like the Greener City Action Plan, West End Partnership Delivery Plan and the Health & Wellbeing Strategy could provide a helpful framework for this to be done;
- *Time-focussed* - ensuring the right infrastructure is provided at the right time, ensuring that the necessary design work is undertaken and other barriers to delivery are addressed;
- *Forward-looking* - ensuring that, where necessary, funding is accumulated over time to pay for really “big ticket” items, and;
- *Cost effective* – seeking to maximise leverage, looking for opportunities to maximise the scope for using CL/s106 to lever in resources

6.10. It is recommended that a Westminster CIL Spending Policy Statement should address these points and also make it clear that decisions will be based on *additionality* (i.e. ensuring CIL does not simply become a substitute for other, existing sources of funding). Government guidance is clear in that CIL should not be used to remedy pre-existing deficiencies, unless these will be made more severe by new development.

6.11. This kind of approach, explaining the basis on which CIL funding priorities and decisions will be decided on, would support the broad allocation of CIL to the infrastructure ‘pots’ suggested in the previous section. Together, these would help support our engagement with neighbourhoods and communication with developers and other stakeholders, showing that decisions will be made based on a consistent set of principles aimed at ensuring delivery of the council’s policies and priorities and in ways that deliver the objectives behind the CIL. It would also give an opportunity to set some ground rules for administering the Neighbourhood CIL, dealt with in the next section.

7. Governance of Neighbourhood CIL

7.1. This section deals with the portion of CIL that the Council is required to identify for spending in agreement with neighbourhood interests. This can be spent on infrastructure – but also anything else concerned with addressing the demands that development places on an area. This portion is 15% of the CIL paid by development in each neighbourhood, capped at £100 per Council Tax dwelling

each year while there is no neighbourhood plan in place. When a neighbourhood plan is in place the portion increases to 25% uncapped. To date, no neighbourhood in Westminster has a neighbourhood plan in place.

- 7.2. Under the CIL Regulations, the neighbourhood portion is retained by the City Council and it takes the formal spending decisions. The sole exception to this is the Queen's Park Community Council where the neighbourhood portion is paid directly to them and they take the decisions on spend. In practice the level of development in the Queen's Park area means that the sums involved are likely to be small (on the basis of modelling the last three years c£10-15,000 pa).
- 7.3. In other neighbourhoods, the CIL Regulations do not prescribe a process for agreeing *how* the neighbourhood portion should be spent. The National Planning Practice Guidance says that:

“Charging authorities should set out clearly and transparently their approach to engaging with communities... [They] should use existing community consultation and engagement processes. This should include working with any designated neighbourhood forums preparing neighbourhood plans that exist in the area, theme specific neighbourhood groups, local businesses (particularly those working on business led neighbourhood plans), and using networks that ward councillors use. Crucially this consultation should be at the neighbourhood level. It should be proportionate to the level of levy receipts and the scale of the proposed development to which the neighbourhood funding relates. In deciding what to spend the neighbourhood portion on, the charging authority and communities should consider such issues as the phasing of development, the costs of different projects, the prioritisation, delivery and phasing of projects for delivering development that the area needs. The charging authority and communities may also wish to consider appropriate linkages to the growth plans for the area and how neighbourhood levy spending might support these objectives.”

Proposed approach to neighbourhood CIL

- 7.4. Experience across London is that the boroughs have taken different approaches to neighbourhood funding. Most will have significantly lower CIL receipts and far fewer neighbourhoods than Westminster. The approach taken in Westminster will need to take account of the potentially larger sums involved, greater needs for infrastructure and the priorities of neighbourhood forums, other local partners and strategic partnerships. In view of this, it is recommended that the following principles should be applied to the neighbourhood portion:
- Given the link with neighbourhood planning the 22 currently approved neighbourhoods should be used as the spatial framework for decision-making for the neighbourhood portion. This avoids 'reinventing the wheel' as

neighbourhoods have been recognised for almost the whole of the City (other than the Aldwych/ Strand/ Covent Garden /Chinatown /Leicester Square /Whitehall /Millbank/Vincent Square areas).

- In those areas without neighbourhood forums there will still be a need to engage with local community and business interests. For example, the business improvement districts (BIDS) in the area will have a particularly important role.
- National guidance implies an inclusive rather than an exclusive approach to engagement. Therefore, the council cannot simply confine itself to engagement with neighbourhoods. There will be some stakeholders, like BIDs, whose boundaries will not coincide with those of the neighbourhoods.
- Neighbourhood spending decisions should be taken within a strategic context. Neighbourhoods are, in effect, becoming, involved in infrastructure planning, which will require engagement with infrastructure providers and the council providing contextual information and policy frameworks based on City for All, the Westminster City Plan, the London Plan and the West End Partnership (WEP) Delivery Plan, etc.
- There is no requirement to have the same neighbourhood CIL allocation process in every part of the City. It may make sense to allow different approaches reflecting the level of development which will drive the amounts of Neighbourhood CIL and spending needs. In some cases it may make sense to suggest that groups of neighbourhoods come together to engage on these issues – some neighbourhoods have already suggested that it would be sensible for those in the ‘West End’ to do this. This would help make the process more manageable and easier to align with the WEP Delivery Plan.

Ward Members

- 7.5. Although Westminster’s almost complete coverage by designated neighbourhoods, some of which are now starting the process of preparing neighbourhood plans, means that it is likely that spending priorities will emerge from the neighbourhood planning process, ward councillors will have a vital role to play given their democratic accountability and knowledge of local needs and circumstances. As the national guidance quoted earlier points out, they will also be able to help both the council and neighbourhoods ensure that the engagement process is comprehensive, effective and timely.
- 7.6. It is recommended that ward councillors should be given the opportunity to comment on all proposals made by neighbourhoods (or by individuals/groups) covering their wards, with their views being reported to the Cabinet CIL Committee so they can be taken into account when final decisions are made. It is recommended that this would be on the basis that the support of at least two of

the three councillors from each ward affected would be required for a proposal to proceed, notwithstanding that the Cabinet Committee is the decision making body. This would help to ensure that the proposals coming forward have wide local support. Ward councillors could also be empowered to put forward proposals of their own, again on the basis that support from two of the three councillors in the relevant ward(s) would be required.

Guidance for neighbourhoods

- 7.7. It will be important to be clear to our neighbourhoods and local communities about how the process for allocation of neighbourhood funding will work - its timing and the process for engagement and agreement of projects. The CIL Policy Spending Statement referred to earlier will help with this, but there are a number of general messages that will need to be communicated:
- As required by law, every CIL spending decision will be made by the council on its merits and in accordance with the legal requirements governing council decisions. There should not be an expectation that proposals made by neighbourhoods will be automatically agreed;
 - In the short to medium term, the amounts of Neighbourhood CIL are likely to be small as it will take some time for receipts to accrue. Even then, individual neighbourhood portions may not be large. This may well mean neighbourhoods working with each other and with the council to mobilise sufficient resources to fund projects, and;
 - In all cases the council will (in line with national guidance) expect there to be a link between its priorities and policies and those of the Neighbourhood Forums identified through the neighbourhood planning process as this will enable a properly structured approach taking account of both City-wide and local objectives.
- 7.8. If Cabinet is in agreement with this general approach, officers would prepare guidance as part of the statement referred to earlier in this report setting these principles out and explaining the process that should be followed by neighbourhoods to make proposals. Officers will also hold a briefing workshop to explain the process to the neighbourhoods.
- 7.9. The CIL Spending Policy Statement referred to earlier would be used to set the criteria against which neighbourhood proposals for CIL spending will be assessed (so providing a 'checklist' that neighbourhoods and others can use to identify things that it would be sensible to propose). In addition to the statutory test it is recommended that these should include:
- Is the proposal supported by at least two of the councillors from each of the ward(s) concerned?

- Does it support delivery of a specific City for All commitment or objective?
- Is it identified in the City Plan, London Plan, a relevant neighbourhood plan or other strategic document or action plan?
- Can it be shown to support the growth plans for Westminster as a whole and for the neighbourhood in particular? Has there been engagement with adjoining neighbourhoods?
- Can it be shown to have the support of local residents and businesses generally?
- Is it providing new infrastructure/facilities rather than remedying pre-existing deficiencies? (national guidance suggests CIL is intended to focus on new infrastructure)
- Are there sufficient CIL funds available for the project? Would it involve a continuing revenue cost to the City Council?
- Is it shown to be value for money? Would CIL funding help lever in resources from other sources?
- Has it been shown that there are no other sources of funding for the proposal?
- Has a feasibility study been undertaken and is there evidence that the proposal could be started within twelve months of the decision to grant funding and be completed within a reasonable period?
- Does it have the support of the relevant infrastructure provider (e.g. Transport for London)?

7.10. A minimum financial threshold for the value of a proposal could also be set. This would ensure that the Neighbourhood CIL is allocated to projects of a kind and scale that will have appreciable benefits in terms of supporting growth and meeting the demands of development. For example, both LB Wandsworth and LB Camden have set indicative thresholds of £20,000 and £5,000, respectively.

8. Improving governance of ‘pooled’ section 106

8.1. The introduction of new governance arrangements for CIL provides an opportunity to better coordinate the council’s approach to section 106 agreements and, in particular, in the way that it manages and allocates ‘pooled’ s106 income to deliver wider corporate priorities. There is also an opportunity to improve the way that section 106 ‘asks’ are coordinated so that priorities are identified at the appropriate senior officer level before being approved by the Cabinet Member for Planning and Public Realm. To this end it is recommended that the senior officer working group would coordinate and provide advice on:

- Corporate section 106 priorities (for example, contributions towards employment brokerage, social and community facilities, local public realm and carbon reduction) to help inform discussions with major developers and landowners at pre-application meetings and the formal planning application and negotiation process. This will require keeping the council’s

supplementary planning document on use of planning obligations and other planning mechanisms up-to-date;

- The links between potential section 106 ‘asks’ and the council’s emerging “Get Involved: Corporate Social Responsibility (CSR) Strategy” currently under development. It is apparent from discussions with landowners, developers, BIDS and individual businesses that corporate social responsibility is high on their agenda and they are looking to the council to provide a more strategic, joined up, approach in their engagement with us, and;
- Ensuring consistency and transparency in the way decisions about allocation and spend of section 106 resources are taken in relation to the allocation of pre-existing strategic “pots” like the Paddington Social & Community Fund. A process for identifying priorities similar to that suggested above for the Neighbourhood CIL would be applied and reported to the Cabinet CIL Committee.

9. Financial Implications

- 9.1. The CIL governance procedures outlined in this report are intended to ensure that decisions about CIL are linked with those on the Council’s Capital Programme and are aligned with its financial Medium-Term Planning (MTP) process. It should be noted that there is an annual income target of £1m to be met from the CIL and s106 administration expenses portion. This is in addition to the standing income target of £0.377m within base budgets.
- 9.2 The City Council is able to retain 4% from the Mayoral CIL receipts it collects and 5% of its own CIL receipts for administration, monitoring, collection and reporting purposes. The CIL governance procedures outlined in this report are, therefore, being developed and will be implemented through these existing resources.

10. Legal Implications

- 10.1. The legislation governing the development, adoption and administration of a Community Infrastructure Levy (CIL) is contained within the Planning Act (2008) and the Community Infrastructure Levy Regulations 2010 (as amended). The associated Government National Planning Policy Guidance is also important in guiding this process. There are other areas of law which should be considered when assessing certain developments for CIL liability and determining the appropriate sum due. These include matters relating to social housing, procurement, charitable institutions and state aid. Further legislative reforms to the CIL regulations are expected shortly as part of a wider review of CIL by government.
- 10.2. Under the Equalities Act 2010 the council has a “public sector equality duty”. This means that in taking decisions and carrying out its functions it must have due

regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the 2010 Act; to advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it; and to foster good relations between persons who share a relevant protected characteristic and those who do not share it. The council is also required to have due regard to the need to take steps to take account of disabled persons' disabilities even where that involves more favourable treatment; to promote more positive attitudes toward disabled persons; and to encourage participation by disabled persons in public life. The 2010 Act states that "having due regard" to the need to promote equality of opportunity involves in particular having regard to: the need to remove or minimise disadvantages suffered by persons sharing a protected characteristic; take steps to meet the needs of persons sharing a protected characteristic that are connected with it; take steps to meet the needs of persons who share a protected characteristic that are different from those who do not; and encourage persons with a protected characteristic to participate in public life or any other activity in which participation by such persons is disproportionately low.

- 10.3. The courts have held that "due regard" in this context requires an analysis of the issue under consideration with the specific requirements set out above in mind. It does not require that considerations raised in the analysis should be decisive; it is for the decision-maker to decide what weight should be given to the equalities implications of the decision.
- 10.4. Officers have carried out an equalities assessment of the proposals for governance of the Westminster Community Infrastructure Levy and strategic section 106 funds. In doing so, regard was had to the assessment carried out before formal approval of the council's CIL charging schedule in January 2016. The assessment has concluded that it is unlikely that approval of the governance arrangements outlined in this report will have negative impacts for any group with protected characteristics; use of revenue raised is likely to have positive impacts. All decisions on spending CIL will themselves be subject to assessment to ensure the 2010 Act duties are complied with. The council will review its CIL charging schedule on a biennial basis.
- 10.5. Cabinet Committees are appointed with associated terms of reference and membership by the Leader of the Council upon notice to the proper officer. The Cabinet Committee is then appointed with immediate effect. The Members formally appointed must all be members of the Cabinet, given that executive functions are being exercised. Other Members may attend as observers and contribute as set out in the Council's Standing Orders.
- 10.6. Cabinet Committees are formal decision making bodies and the requirements set out in the Council's Constitution and statute relating to such meetings apply.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact:**

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BACKGROUND PAPERS

1. Westminster Community Infrastructure Levy Charging Schedule (2016)

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