



City of Westminster

# Committee Agenda

Title:

**Budget and Performance Task Group**

Meeting Date:

**Friday 3rd February, 2017**

Time:

**6.30 pm**

Venue:

**Rooms 1A, 1B & 1C - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP**

Members:

**Councillors:**

Brian Connell (Chairman)  
Ian Adams  
Barbara Arzymanow

Adam Hug  
Andrew Smith



**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, Tara Murphy, Policy and Scrutiny Officer.**

**Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

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

## **AGENDA**

### **PART 1 (IN PUBLIC)**

- 1. WELCOME AND APOLOGIES**
- 2. THE 2017-2018 BUDGET**
  - (a) City Management and Communities: Stuart Love
  - (b) Corporate Services: John Quinn
  - (c) City Treasurer: Steve Mair

**(Pages 1 - 54)**



City of Westminster

**Budget & Performance Task Group**  
**Budget Scrutiny Slides**  
**Friday 3<sup>rd</sup> February 2017**

Page 1

Agenda Item 2



City of Westminster

**Budget & Performance Task Group**  
**3<sup>rd</sup> February 2017**

**City Management & Communities**

Stuart Love

Executive Director

## ***Executive Summary***

- In 2016/17 City Management & Communities was allocated a gross controllable expenditure budget of £136.992m and a gross income budget of £121.331m (net controllable budget £15.661m)
- The projected outturn variance for 2016/17 is a surplus of £10.046m
- The budget envelope for 2017/18 contains pressures of £0.680m
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £16.826m

## ***Executive Summary***

- £35m estimated net savings target set for 2017/18, following provisional settlement in December 2016.
- 2016/17 savings were fully identified and the budget balanced.
- 2017/18 savings are fully identified and the budget balanced.
- Over £100m in net savings made over the 3 year period to 2017/18
- Further savings will be required in future years due to continued reductions in funding

## **2017/18 Key Issues**

- Delivery of digital programme transformation
- Delivery of new target operating model in Libraries
- Potential economic impacts on parking and Code of Construction Practice income
- Reduction in The Mayor's Office for Policing And Crime (MOPAC) funding that will require a review of current commissioned services
- Possible financial impact of the Parks and Cemeteries contract re-let

Page 5



## ***City Management & Communities Budget 2016/17***

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

<b>Service Area</b>	<b>Income £m</b>	<b>Expenditure £m</b>	<b>Net Budget £m</b>
Directorate central budgets	-	0.443	0.443
Public protection and licensing	(10.730)	21.301	10.571
Community services	(2.740)	3.607	0.867
Highways infrastructure & public realm	(8.899)	13.705	4.806
Waste and parks	(17.077)	56.797	39.719
Parking	(78.906)	31.089	(47.817)
Libraries and Culture	(2.979)	10.051	7.072
<b>TOTAL Controllable Budget 2016/17</b>	<b>(121.331)</b>	<b>136.992</b>	<b>15.661</b>

Budgets do not include corporate costs and recharges



## ***2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (1)***

The directorate is proposing a series of initiatives to support balancing the 2017/18 budget. These total £16.826 million.

Page 7

<b>Key Initiatives (section 1 of 3)</b>	<b>£m</b>
Digital transformation contribution from directorate	0.691
Code of Construction Practise expansion to basements	0.700
Street Trading Licensing Fees Income to recover costs	0.200
Highways alternative service delivery models	0.140
Highways service level changes	0.260
Highways expenditure review	1.060
Highways compliance and audit contract – reduction in service	0.025

## 2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Page 8

Key Initiatives (section 2 of 3)	£m
Commercial waste income	1.250
Commercial opportunities in private rented accommodation	0.035
Licensing fee income	0.050
Sports and Leisure Contract Savings - Phase 1	0.265
Further channel shift efficiencies	0.086
Parking transformation programme	0.819
Parking suspensions charges review – demand management	8.000

# 2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (3)

Page 9

Key Initiatives (section 3 of 3)	£m
Review of on street parking charges to manage demand	0.350
CCTV – moving traffic	0.643
Introduction of minimum stay duration (parking)	1.000
Libraries Service Delivery – service reform	0.750
Registration Service income growth – commercialisation*	0.150
Allocation of funding for public health outcomes	0.352
<b>TOTAL (3 sections)</b>	<b>16.826</b>

\* Full EIA completed and provided separately with scrutiny documentation



## ***2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (4)***

*Additional information on the key initiatives is provided below:*

**Digital transformation (£0.691m)** - consists of a programme that looks to drive customer contacts online, streamline business processes, thereby avoiding unnecessary and costly contacts and deliver process efficiencies to reduce running costs of services. The outcomes will be more efficient processes, digital by default customer contacts and an enhanced customer experience overall.

**Code of Construction (£0.700m)** – the new Code of Construction practice went live in September 2016. As works start on site following approval of schemes by Planning, the level of income is expected to increase as more chargeable sites work their way through to commencement on street.

**Highways Expenditure Review (£1.060m)** – following an expenditure review savings or additional income have been identified within the Highways service. This includes increases in project management income, efficiencies within the Highways' maintenance contract, staffing savings, and reductions in supplies and services budgets.

**Parking Transformation Programme (£0.819m)** - following the new contract which went live in November 2014 further benefits are being realised over the contract term as a result of continued improved operational efficiencies, linked to the implementation of new technology.



## **2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (5)**

*Additional information on the key initiatives is provided below:*

**Parking Suspensions Charges Review – Demand Management (£8.000m)** – this recognises the higher than budgeted income following the introduction of a tiered suspension charging structure. Implementation has resulted in the desired behaviour change and seen a reduction in suspension days, freeing the kerbside for motorists and other users, but not to the budgeted level.

**Introduction of minimum stay duration (£1.000m)** – introduction of a minimum stay length for parking transactions generating additional income through ensuring all parking transactions are for an appropriate minimum stay duration.

**Commercial waste service (£1.250m)** - income growth is planned through a review of fees to take into account inflationary pressures and market conditions; increased marketing activities and continued enforcement action against unpaid commercial waste.

**Libraries service reform (£0.750m)** - a new vision and target operating model have been developed, to implement a new organisational structure, develop enhanced partnerships and volunteering, there is also further consideration around commercialisation to increase income, and a review of the digital provision for the service.

## 2017/18 Budget Pressures

Estimated Pressures	£m
Waste disposal and increase in tonnage	0.680
<b>TOTAL</b>	<b>0.680</b>

Page  
2

**Waste disposal and increase in tonnage (£0.680m)** - waste contract costs are expected to increase as a result of a growth in waste tonnage and the part year impact of the new waste disposal contract prices.

## ***City Management & Communities Budget 2017/18***

The key controllable service area budgets for 2017/18 are broken down as follows:

<b>Service Area</b>	<b>Income £m</b>	<b>Expenditure £m</b>	<b>Net Budget £m</b>
Directorate central budgets	-	0.443	0.443
Public protection and licensing	(11.114)	20.055	8.941
Community services	(3.005)	3.607	0.602
Highways infrastructure & public realm	(10.119)	13.042	2.923
Waste and parks	(18.310)	57.459	39.149
Parking	(89.199)	30.570	(58.629)
Libraries and Culture	(3.114)	9.200	6.086
<b>TOTAL Controllable Budget 2017/18</b>	<b>(134.861)</b>	<b>134.376</b>	<b>(0.485)</b>

Budgets do not include corporate costs and recharges



## ***Consultations on 2017/18 proposals***

*The following consultations have been arranged in respect of 2017/18 proposals:*

Page 14

<b>Proposal name</b>	<b>Street Trading Licence Fees income</b>
<b>Value (£'000)</b>	200
<b>Consultation Period</b>	Minimum of 28 days
<b>Status of consultation</b>	Fee Review subject to licensing sub-committee approval. Statutory consultation process will subsequently commence as per requirement of City of Westminster Act 1999.
<b>Impact/amendments?</b>	Dependent of street trader views/responses as part of consultation. This is the first fee review proposal to be taken to licensing committee since 2003.

<b>Proposal name</b>	<b>Code of Construction Practice</b>
<b>Value (£'000)</b>	700
<b>Consultation Period</b>	Completed (January – February 2016)
<b>Status of consultation</b>	Completed
<b>Impact/amendments?</b>	No change to savings resulting



## 2017/18 Capital Expenditure (1)

The net capital expenditure forecast for 2016/17 is £16.090m (gross £29.831m). The capital expenditure proposed for 2017/18 is £77.380m and includes the following major programme lines:

Capital Programme 2017/18	2016/17 Forecast Net Outturn	2017/18 Gross Expenditure £m	2017/18 Income £m	2017/18 Net Budget £m	5yr Net Budget
Transportation	0.400	17.944	(17.144)	0.800	3.100
Public Realm Enhancements	1.863	37.870	(33.792)	4.078	13.806
Asset maintenance/improvements*	13.079	17.852	(0.300)	17.552	87.879
Combined other projects	0.748	3.714	(1.242)	2.472	5.848
<b>Total Capital Programme 2017/18</b>	<b>16.090</b>	<b>77.380</b>	<b>(52.478)</b>	<b>24.902</b>	<b>110.633</b>

\*Asset maintenance/improvements cover highways, footways, lighting, premises, parks and leisure facilities.

## **2017/18 Capital Expenditure (2)**

*Additional information on the key projects is provided below:*

**Transportation (£17.944m gross, £0.800m net):** The major projects included within this category are: London Cycle Grid Construction (£10.096m gross - fully funded by TfL). This scheme is subject to approval.

The balance of £7.848m gross and £0.800m net is comprised of a number of other transport initiatives including TfL sponsored cycling initiatives, local safety schemes and work on principal roads. There are additionally 21 smaller projects focusing on delivering the Mayor of London's Transport Strategy as part of our TfL funded Local Implementation Plan.

## 2017/18 Capital Expenditure (3)

*Additional information on the key projects is provided below:*

**Public Realm Enhancements (£37.870m gross, £4.078m net):** These projects focus on public realm enhancements. Major projects included within this category are:

- **Baker Street Two-Way** (£5.638m gross – fully externally funded) which will improve road safety and provide a more enjoyable environment for pedestrians
- **Hanover Square** (£4.508m gross – fully externally funded in 2017/18) which will integrate Crossrail’s new Bond Street Eastern Ticket Hall with existing heritage and other major development schemes
- **Bond Street** (£4.419m gross, £1.588m net) – covering public realm improvements in the area
- **Jermyn Street** (£3.500m – fully externally funded)- which will deliver a well-managed, high quality streetscape whilst protecting and enhancing Westminster’s unique heritage
- **Berkeley Square** (£2.500m gross – fully externally funded) which will bring significant public realm improvements to this iconic London square

The balance of £17.305m gross and £2.490m net covers 17 smaller projects in areas such as East Mayfair (£2.000m – fully externally funded , Marylebone Lane (£1.100m – fully externally funded), and St James Palace Forecourt (£1.000m – fully externally funded)

## 2017/18 Capital Expenditure (4)

*Additional information on the key projects is provided below:*

**Asset Maintenance / Improvements (£17.852m gross, £17.552m net):** These budgets are for Maintenance and Improvements to Assets. The major programmes within this area are:

- **Structural work on bridges and structures** (£3.865m gross, £3.665m net) – includes programmed maintenance plus additional works to Waterloo Bridge, Harrow Road Bridge, Piccadilly Underpass and Victoria Embankment Sturgeon
- **Carriageway Maintenance** (£3.305m gross and net)
- **Stone Mastic Asphalt Improvement** (£3.000m gross and net) which will replace Stone Mastic Road surfaces with Hot Rolled Asphalt
- **Lighting Improvement and other Works** (£2.268m gross and net)
- **Footway Maintenance** (£2.060m gross and net)

The balance of £3.354m gross and £3.254m net is various smaller maintenance projects covering infrastructure across the City Council. These include maintenance of leisure facilities, libraries, parks and cemeteries.

**Combined other projects (£3.714m gross, £2.472m net):** a number of smaller projects of which over 90% is comprised of the disabled facilities grant programme, safe and secure homes, and crime and disorder CCTV. As part of the decision to decommission the CCTV estate the council offered partners the opportunity to take over responsibility for the whole or part of the CCTV estate provided they were able to meet the ongoing revenue costs and no costs were incurred by the council by transferring the cameras. £1.7m capital funding had been set aside to upgrade the system.



City of Westminster

# Budget & Performance Task Group

3<sup>rd</sup> February 2017

## Corporate Services

John Quinn

Executive Director

## ***Executive Summary***

- In 2016/17 Corporate Services was allocated a gross controllable expenditure budget of £20.878m and a gross income budget of £7.156m (net controllable budget £13.722m).
- The projected outturn variance for 2016/17 is a surplus of £0.215m.
- The budget envelope for 2017/18 contains pressures of £1.994m.
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £3.866m.

## 2017/18 Key Issues

- Delivery of the digital transformation programme.
- Stabilising and optimising the **Managed Service Programme** will eliminate waste and inefficiency and generate greater capacity towards achieving the Council's strategic objectives.
- Delivery of the commercial trading model for **procurement**. The income target set is ambitious and any unforeseen delay or change in the market conditions such as Brexit can dilute the planned income.
- Delivery of some of the **ICT savings** will require end user cooperation e.g. notifying ICT when people leave so that accounts can be closed and savings realised.

Page 21



## Corporate Services Budget 2016/17

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

Service Area	Income £m	Expenditure £m	Net Budget £m
Information, Communication & Technology	(1.057)	10.849	9.792
Procurement Services	(0.666)	2.308	1.642
People Services	(0.455)	2.395	1.940
Legal Services	(4.262)	3.014	(1.248)
Managed Services Programme	(0.597)	1.804	1.207
Shared Corporate Services	(0.069)	0.399	0.330
Corporate Services Trading	(0.050)	-	(0.050)
Digital Transformation	-	0.109	0.109
<b>TOTAL Controllable Budget 2016/17</b>	<b>(7.156)</b>	<b>20.878</b>	<b>13.722</b>

Budgets do not include corporate costs and recharges



## ***2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (1)***

The directorate is proposing a series of initiatives to support balancing the 2017/18 budget.

Page 23

<b>Key Initiatives (section 1 of 2)</b>	<b>£m</b>
Tri-Borough Corporate Services - Legal Services	0.266
Reduced spend on Legal Services	0.100
Commercial operating model for procurement	0.350
IT staff structure	0.250
Transition to new communication contract/model	0.291
ICT - CCTV contract on Parking	1.386

## 2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Key Initiatives (section 2 of 2)	£m
Recharging of full cost from agency spend	0.250
Review of vacancies within corporate services	0.316
Review of ICT budgets	0.657
<b>Total</b>	<b>3.866</b>

Page 24

## **2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (4)**

*Additional information on the key initiatives is provided below:*

**Tri-Borough Corporate Services - Legal (£0.266m)** this proposal seeks to generate additional external trading income £0.250m and the remaining pay cost benefits as part of the legal restructure that was implemented in April 2015.

**Reduced spend on Legal Services (£0.100m)** this initiative will look to reduce legal spend by council services by building an in house advocates team and reduce external barristers fees.

**Commercial operating model for procurement (£0.350m)** this initiative will generate income through a pan London Frameworks let by the council. It will also promote the capital sourcing 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.

**IT staff structure (£0.250m)** IT workforce structure has been designed to deliver efficient and robust IT services.

## **2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (5)**

*Additional information on the key initiatives is provided below:*

**Transition to new communications contract (£0.291m)** the savings will be realised through a review of the telephony contract and maximise value for money.

**Cease CCTV services (£1.386m)** savings will be realised from end of Serco Wireless City contract (expires Dec 2016) currently used for CCTV parking enforcement.

**Recharging of full cost from agency spend (£0.250m)** apply a recharging mechanism that fully covers the cost of contract management.

**Review of vacancies within Corporate Services (£0.316m)** 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.

**Review of ICT budgets (£0.657m)** charges for the BT Lot 1 contract are scheduled to decrease in 2017/18 due to the cessation of legacy CapGemini Datacentre services and the transition of these functions to Office 365 (primarily) and the BT Cloud “SIP” datacentre platform.

## 2017/18 Budget Pressures

Estimated pressures affecting 2017/18 that are built into the proposed budget are as follows:

Estimated Pressures	£m
Digital on-going costs	1.494
Office 365 licence costs	0.500
<b>Total pressures in 2017/18</b>	<b>1.994</b>

Page 27

- Estimated cost of £1.494m is to cover the on-going costs for a digital platform and project management team.
- The Office 365 pressure is due to a move towards cloud solutions for Microsoft Office which has meant the council can no longer capitalise this cost and therefore a budget of £0.500m is required.

## Corporate Services Budget 2017/18

The key controllable service area budgets for 2017/18 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Information & Communication Technology	(0.831)	8.461	7.630
Procurement Services	(0.666)	2.220	1.554
People Services	(0.455)	2.320	1.865
Legal Services	(4.262)	2.573	(1.689)
Managed Services Programme	(0.597)	1.804	1.207
Shared Corporate Services	(0.069)	0.399	0.330
Corporate Services Trading	-	(0.650)	(0.650)
Digital Transformation	-	1.603	1.603
<b>TOTAL Controllable Budget 2017/18</b>	<b>(6.880)</b>	<b>18.730</b>	<b>11.850</b>

Budgets do not include corporate costs and recharges

## ***Consultations on 2017/18 proposals***

No public consultations are required on the above proposals.



## 2017/18 Capital Expenditure (1)

The capital expenditure forecast for 2016/17 is £1.281m. The capital expenditure proposed for 2017/18 is £2.722m and includes the following major projects:

Capital Programme 2017/18	Gross Expenditure £m	Income £m	Net Budget £m
Digital Transformation	1.677	-	1.677
Parking & Integrated Street Management	0.375	-	0.375
Data Network Refresh	0.450	-	0.450
Data Centre Refresh	0.100	-	0.100
End User Computing Refresh	0.100	-	0.100
Corporate Software Licences	0.020	-	0.020
<b>Total Capital Programme 2017/18</b>	<b>2.722</b>	<b>-</b>	<b>2.722</b>



## 2017/18 Capital Expenditure (2)

*Additional information on the key projects is provided below:*

- **Digital Transformation (£1.677m):**

The project will look to eliminate manual processes through the development of the digital platform, procurement of a consolidated customer service contract, electronic document management and e-payments. The annual financial benefits within the MTP for the council are anticipated to be £4.600m per annum from 2019/20. The cumulative savings are realised across 3 years from 2017/18 to 2019/20.

Page 31

- **Parking & Integrated Street Management (£0.375m):**

Looks to configure and upgrade the different council systems such as Confirm, Idox and Framework i.

- **Data Network Refresh (£0.450m):**

This project looks at refreshing and configuration of any network equipment such local area network (LAN) switches within the council. This is needed to support the contract with Virgin Media Business (VMB) and Ericsson.

## 2017/18 Capital Expenditure (3)

*Additional information on the key projects is provided below:*

- **Data Centre Refresh (£0.100m):**

This project looks to update the council's in-house data servers.

- **End User Computing Refresh (£0.100m):**

This project is to replace out of date laptops and desktops.

- **Corporate Software Licences (£0.020m):**

This capital requirement is for the purchase ad hoc software licences that may be required by council services.



City of Westminster

# Budget & Performance Task Group

3<sup>rd</sup> February 2017

City Treasurer

Steve Mair

City Treasurer

## ***Executive Summary***

- In 2016/17 City Treasurer was allocated a gross controllable expenditure budget of £33.581m and a gross income budget of £18.986m (net controllable budget £14.595m).
- The projected outturn variance for 2016/17 is a surplus of £1.553m.
- The budget envelope for 2017/18 contains no pressures.
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £0.816m.

## **2017/18 Key Issues**

- Annual Accounts which are of the highest quality, are the fastest in the country, exceeding those of the whole of the Local Government sector and 93% of FTSE100 and act as a driver for financial standards improvement.
- Talent management framework developed aimed at helping to ensure business continuity in the event of a loss of key personnel.
- City Treasurer's is leading the Differential Services project to support services to charge different amounts depending on the offer.
- Continuation of Comprehensive Staff Training and Development plan, ensuring highest professional and commercial standards with full staff engagement.
- Potential impact on investment yields due to adverse effects from Brexit.

## City Treasurer Budget 2016/17

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

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.041)	0.322	0.281
Commercial and Financial Management	(0.220)	2.739	2.519
Corporate Finance	(0.280)	3.330	3.050
Treasury and Pensions	(4.341)	8.183	3.842
Revenues and Benefits	(14.104)	19.007	4.903
<b>TOTAL Controllable Budget 2016/17</b>	<b>(18.986)</b>	<b>33.581</b>	<b>14.595</b>

Budgets do not include corporate costs and recharges

## ***2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (1)***

The directorate is proposing a series of initiatives to support balancing the 2017/18 budget.

Page 37

<b>Key Initiatives</b>	<b>£m</b>
Treasury Management and non pay review	0.393
Extension of the Revenue and Benefits Services Ancillary contracts	0.233
Digital transformation	0.190
Tax base increase	0.472
<b>Total</b>	<b>1.288</b>

## **2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (2)**

*Additional information on the key initiatives is provided below:*

### **Treasury Management and review of non pay budgets (£0.393m):**

Review the potential for longer term investments and alternative investment opportunities, ensure the most cost efficient financing of the capital programme and review all budgets to ensure income is maximised and expenditure minimised. Undertake a detailed review of non pay spend within City Treasurer department to reduce spend.

### **Extension of the Revenue and Benefits Services Ancillary contracts (£0.233m):**

Savings have been identified by extending and re-negotiating the existing service contracts by 2 years.

### **Digital transformation (£0.190m):**

The programme will look to drive customer contacts online, streamline business processes, thereby avoiding unnecessary and costly contacts and deliver process efficiencies to reduce running costs of services. The outcomes will be more efficient processes, digital by default customer contacts and an enhanced customer experience overall.



# **2017/18 Transformation, Efficiencies, Financing and Commercial Proposals (3)**

*Additional information on the key initiatives is provided below:*

## **Tax base increase (£0.472m):**

This reflects the annual growth in the number of households in the city, leading to an increase in amount of council tax collected.

## ***2017/18 Budget Pressures***

No pressures in 2017/18.



## City Treasurer Budget 2017/18

The key controllable service area budgets for 2017/18 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.041)	0.322	0.281
Commercial and Financial Management	(0.220)	2.739	2.519
Corporate Finance	(0.280)	3.328	3.048
Treasury and Pensions	(4.734)	8.183	3.449
Revenues and Benefits	(14.104)	18.586	4.482
<b>TOTAL Controllable Budget 2017/18</b>	<b>(19.379)</b>	<b>33.158</b>	<b>13.779</b>

Budgets do not include corporate costs and recharges

## ***Consultations on 2017/18 proposals***

No consultations are required on the above proposals.



## 2017/18 Capital Expenditure (1)

The capital expenditure forecast for 2016/17 is £2.000m net receipt. The capital budget proposed for 2017/18 is a net receipt of £63.824m and includes the following:

Capital Programme 2017/18	Gross Expenditure £m	Income £m	Net Budget £m
Capital Contingency	20.176	(93.000)	(72.824)
City Hall	9.000	-	9.000
<b>Total Capital Programme 2017/18</b>	<b>29.176</b>	<b>(93.000)</b>	<b>(63.824)</b>

Page 43

The gross expenditure consists of:-

- £10.000m of general contingency.
- £10.176m for specific development projects.
- £9.000m cost of temporarily vacating City Hall.

➤ The income consists of:-

- £83.000m of capital receipts for Moxon Street.
- £10.000m of general contingency.



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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](http://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](mailto: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.**

<b>Title</b>
7.7 Registration Service Income Growth – Commercialisation
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p><i>A member of the public should have a good grasp of the proposal after reading this section.</i></p> <p>The Registration Service is planning to move from a budget deficit position to a full cost recovery operational model, and potentially to look at further commercial income generating opportunities. This will include basing non statutory / discretionary fees and charges on the actual cost of the provision of the whole registration service, not individual component parts; and looking at commercial opportunities such as advertising on the service microsite. It will ensure the service is cost neutral and is therefore not funded by other Council revenue and grants, reducing the burden on the council's finances at time when the Council is facing increasing financial pressures.</p>
<b>Details of the lead person completing the screening/EIA</b>
<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>
<b>Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a></b>
<b>Version number and date of update</b>
<p><b>Version 1</b></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	<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"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input type="checkbox"/>		<b>X</b>		
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.		
<b>If the answer is “significant” consider doing a full EIA</b>				

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

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

<b>2.1</b>	<b>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b>	
	<ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>A baseline of data is <a href="#">available here</a></i></li> </ul>	
	How many people use the service currently? What is this as a % of Westminster's population?	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	
<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
	<p>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>	
<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<p>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><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p> <p>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><b>3.2</b></p>	<p><b>What might the potential impact on individuals or groups be?</b>  <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i></p>
	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p> <p>These proposals may result in people on low incomes not being able to afford to use our services, and having to use other local authorities’ services. This may disproportionately affect Pregnant women / women / non British nationalities</p>

## SECTION 4: REDUCING & MITIGATING IMPACT

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

<b>4.1</b>	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).										
<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #F4C49E; padding: 5px;">Column A – Issues or barriers, things to take into account</th> <th style="background-color: #F4C49E; 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;">Increasing fees and charges may mean customers on low incomes cannot afford to use Westminster Registration Services</td> <td style="padding: 5px;"> <p><b>The service could offer a resident discount such as 20% across key services such as Nationality Checking and ceremonies</b></p> <p><b>The service could offer discounted days for residents for example at the newly refurbished Old Marylebone Town Hall</b></p> <p><b>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.</b></p> <p><b>Customers would also still have the choice to go to other local authorities for services including ceremonies and nationality services, as they do now.</b></p> </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).	Increasing fees and charges may mean customers on low incomes cannot afford to use Westminster Registration Services	<p><b>The service could offer a resident discount such as 20% across key services such as Nationality Checking and ceremonies</b></p> <p><b>The service could offer discounted days for residents for example at the newly refurbished Old Marylebone Town Hall</b></p> <p><b>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.</b></p> <p><b>Customers would also still have the choice to go to other local authorities for services including ceremonies and nationality services, as they do now.</b></p>			<i>Enter additional rows if require</i>		
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<i>Enter additional rows if require</i>											
<b>4.2</b>	<b>Now that you have considered the potential or actual effect on equality, what action are you taking?</b>										
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	<input type="checkbox"/>	<b>4. Stop and remove the policy</b>	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
<b>4.3 Please document the reasons for your decision</b>			
	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*

<b>5.1</b>	Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.  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 53	<b>Action Required</b>	<b>Equality Groups Targeted</b>	<b>Intended outcome</b>	<b>Resources Needed</b>	<b>Name of Lead, Unit &amp; Contact Details</b>	<b>Completion Date (DD/MM/YY)</b>	<b>RAG</b>
	<b>Agree fee structure which reflects resident discount / discounted days</b>	<b>People on low income</b>	<b>Reduce the impact of increased fees and charges</b>		<b>Christie Junor-Sheppard, Head of Registration Services 020 7641 1790 cjsheppard@westminster.gov.uk</b>	<b>01/01/2017</b>	
	<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](mailto:Equalities@westminster.gov.uk)**