



City of Westminster

# Agenda

## Budget and Performance Task Group

Cllr Melvyn Caplan (Chairman), Cllr David Boothroyd, Cllr Lorraine Dean, Cllr Tony Devenish, Cllr Adam Hug and Cllr Eoghain Murphy

**Date / Time**

**18:30, Thursday 4<sup>th</sup> October 2018**

**Location**

Room 3.8, 5 Strand

**Contact**

Aaron Hardy 020 7641 2894  
[ahardy1@westminster.gov.uk](mailto:ahardy1@westminster.gov.uk)

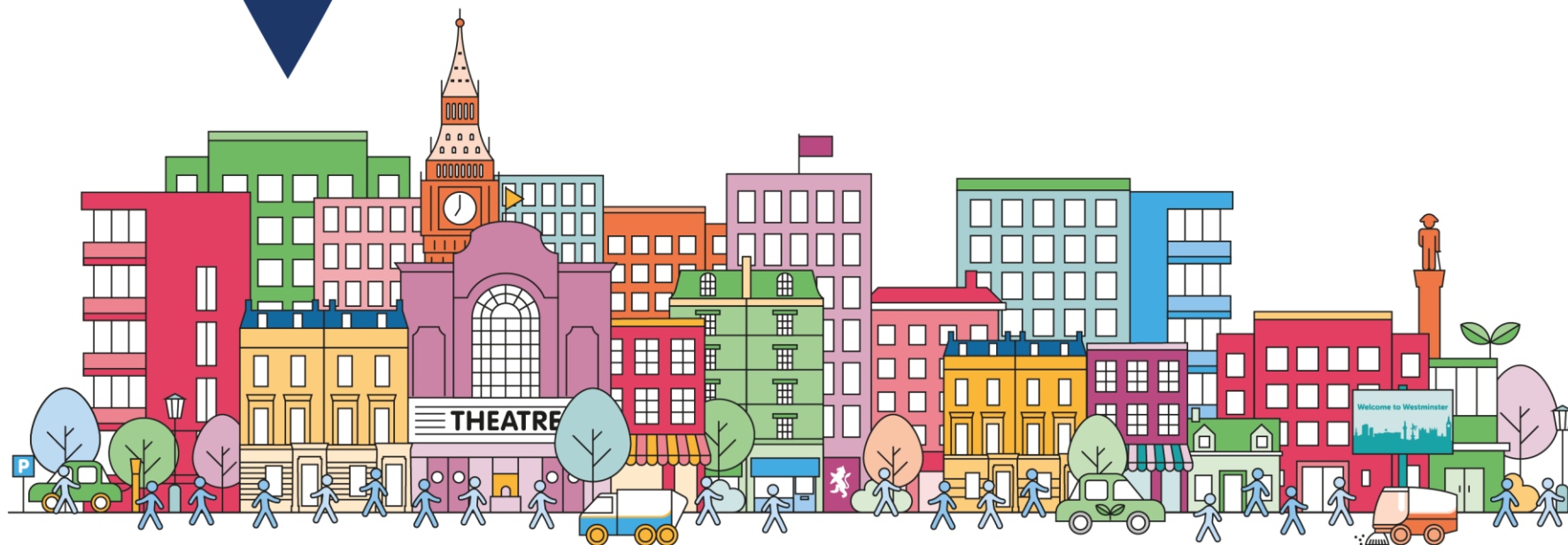
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- |               |  |                    |
|---------------|--|--------------------|
| <b>Item 1</b> | <b>Welcome &amp; Apologies</b>             | Cllr Melvyn Caplan |
| <b>Item 2</b> | <b>Declarations of Interest</b>            | Cllr Melvyn Caplan |
| <b>Item 3</b> | <b>The 2019/20 Budget</b>                  |                    |
|               | (a) Policy, Performance and Communications | Julia Corkey       |
|               | (b) City Management and Communities        | Richard Barker     |
|               | (c) Corporate Services                     | Steve Mair         |
|               | (d) City Treasurer                         | Steve Mair         |

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# Budget and Performance Task Group

4<sup>th</sup> October 2018





# Budget and Performance Task Group

## Policy, Performance and Communications

**Julia Corkey, Executive Director**



## ***Executive Summary***

- In 2018/19 Policy, Performance and Communications was allocated a gross controllable expenditure budget of £17.856m and a gross income budget of £7.879m (net controllable budget £9.977m)
- The projected outturn variance for 2018/19 is an underspend of £0.310m
- There are no budget pressures for 2019/20
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £0.222m



## ***2019/20 Key Issues***

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- The advertising and events market may become a more challenging environment and therefore external factors may have an impact on the level of income that can be achieved

# Policy, Performance and Communications Budget 2018/19

The key controllable service area budgets for 2018/19 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Cabinet Secretariat and Member Services including ward budgets	-	1.635	1.635
Communication and Campaigns	(2.553)	2.553	-
Corporate Strategy and Transformation	-	0.976	0.976
City Promotions, Events and Filming	(2.976)	1.333	(1.643)
Digital and Customer Services	-	1.862	1.862
Evaluation and Performance	-	1.449	1.449
Policy and Strategy	(0.622)	2.340	1.718
Cross River Partnership hosted by WCC	(1.708)	1.708	-
Voluntary Sector Support	-	1.652	1.652
Lord Mayor's Secretariat	-	0.527	0.527
Members and Committee and Governance Services	(0.020)	1.821	1.801
<b>TOTAL Controllable Budget 2018/19</b>	<b>(7.879)</b>	<b>17.856</b>	<b>9.977</b>



## ***2019/20 Transformation, Efficiencies, Financing and Commercial Proposals***

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The directorate is to support balancing the 2019/20 budget by delivering the following initiative.

**Review of Staffing within PPC directorate (£0.222m):** Undertake a review of pay spend within the PPC directorate in particular where vacancies arise to assess if any vacant posts can be closed to realise cashable savings



# Policy, Performance and Communications Budget 2019/20

The key controllable service area budgets for 2019/20 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Cabinet Secretariat and Member Services including ward budgets	-	1.595	1.595
Communication and Campaigns	(2.553)	2.553	-
Corporate Strategy and Transformation	-	0.953	0.953
City Promotions, Events and Filming	(2.976)	1.309	(1.667)
Digital and Customer Services	-	1.818	1.818
Evaluation and Performance	-	1.415	1.415
Policy and Strategy	(0.622)	2.283	1.661
Cross River Partnership hosted by WCC	(1.708)	1.708	-
Voluntary Sector Support	-	1.652	1.652
Lord Mayor's Secretariat	-	0.527	0.527
Members and Committee and Governance Services	(0.020)	1.821	1.801
<b>TOTAL Budget 2019/20</b>	<b>(7.879)</b>	<b>17.634</b>	<b>9.755</b>



## ***Consultations on 2019/20 proposals***

*There are no public consultations planned on any 2019/20 proposals.*

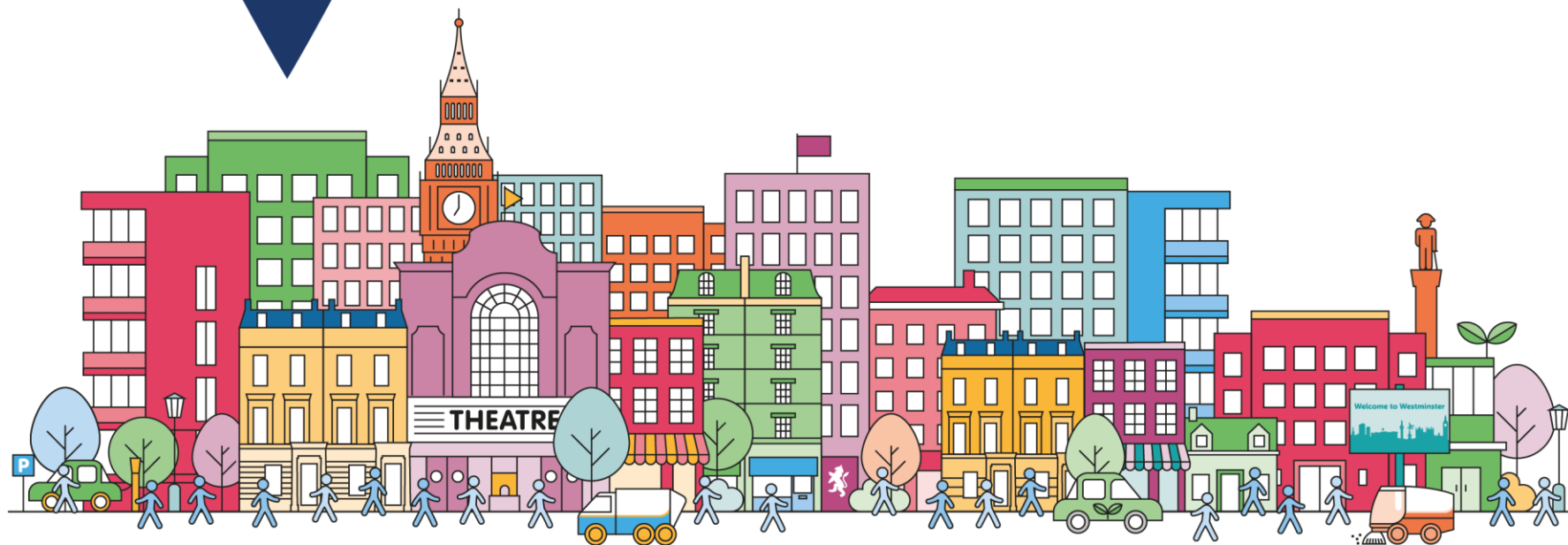




# Budget and Performance Task Group

## City Management and Communities

**Richard Barker, Executive Director**



## ***Executive Summary***

- In 2018/19 City Management & Communities was allocated a gross controllable expenditure budget of £137.331m and a gross income budget of £136.967m (net controllable budget £0.364m)
- The projected outturn variance for 2018/19 is to budget
- The budget envelope for 2019/20 contains pressures of £0.454m
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £4.794m

## 2019/20 Key Issues

- Delivery of further libraries service transformation
- Potential economic impacts on key income streams: Parking, Commercial Waste, Road Management
- Contract extension negotiations with Veolia for waste collection and street cleansing contract
- Procurement of new vehicles for the Waste Fleet
- Contract reprocurement work for Parking Business Processing & Technology and People & Resources contracts expiring in early 2020/21



# City Management & Communities Budget 2018/19

The key controllable service area budgets for 2018/19 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	0.000	0.511	0.511
City Highways	(100.371)	41.746	(58.625)
Community Services	(3.875)	4.096	0.221
Libraries and culture	(3.514)	9.632	6.118
Public Protection and Licensing	(10.819)	19.820	9.001
Waste and Parks	(18.388)	61.526	43.138
<b>TOTAL Budget 2018/19</b>	<b>(136.967)</b>	<b>137.331</b>	<b>0.364</b>



## 2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (1)

*Information on the key savings initiatives is provided below:*

**Digital saving – Parking Permits (£0.293m):** replacement of the current Parking Permit system and development of a generic permit solution to deliver a variety of permits and licences via MyWestminster Account using the Digital Platform.

**Digital saving – Validation hub (licensing) (£0.055m):** improve automation of licensing applications to reduce manual intervention, prevent unnecessary contacts and generate processing efficiencies.

**Libraries and registrars commercial and business opportunities (£0.300m):** building on existing commercial initiatives to provide additional income generating services in libraries/registrars including room hire, filming, advertising and events.

**Community Services controllable spend review (£0.119m):** review of prior year financial performance has identified £0.119m reduction in controllable spend as services are incorporated into the leisure contract.



## 2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (2)

*Information on the key savings initiatives is provided below:*

**Westminster Car Club (Parking) (£0.163m):** additional income generated following the recent procurement of the new car club contract which introduced a flexible car sharing scheme to operate alongside the current fixed point model.

**Regulatory support services & pre-application advice (£0.050m):** additional income arising from enhanced offer to businesses in the areas of pre-application advice, training, consultancy services and primary authority activity, ensuring fee fully reflects cost of undertaking work.

**Integrated Neighbourhoods Service - Phase 3 (£0.900m):** continuation of development of a council-wide neighbourhood approach for a world class Westminster, where services are delivered locally and tailored to the needs of the community. Savings will be realised through integration of service improvement resources and by ensuring more effective coordination and delivery across City Management & Communities, Growth Planning and Housing and Public Health services.

**Public Protection & Licensing fee review and additional income (£0.184m):** following a review of fees and charges in the directorate opportunities for additional income have been identified in a number of areas including Houses of Multiple Occupation, Trading Standards, Street Trading and from the Proceeds of Crime Act.





# 2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (3)

*Information on the key savings initiatives is provided below:*

**Sports & Leisure – Phase II (£0.400m):** savings will be delivered through increased income to the Council from the new Sports and Leisure contract which commenced in July 2016. The transformation programme promotes a fully commissioned sports & leisure service.

**Libraries further service transformations (£0.200m):** potential to drive savings and efficiencies through the introduction of Smart Open technology and further development of self-service.

**Waste contract savings (£1.000m):** deliver efficiency savings through the extension of the current Waste Collection and Street Cleansing Contract with Veolia.

**Advertising on waste collection vehicles (£0.350m):** generation of income through the installation of digital advertising panels on the council’s fleet of waste collection vehicles.



## 2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (4)

*Information on the key savings initiatives is provided below:*

**Commercial waste income (£0.330m):** increased income from commercial waste collection and disposal services through further marketing activities and enforcement action against unpaid commercial waste.

**Parking debt recovery (£0.250m):** income through additional debt recovery services provided under the new contract to improve on the recovery rates of outstanding parking debt.

**Road Management: Reclassification of roads (£0.200m):** review of classification of streets based on assessment against Government criteria with more streets falling into the Major category with increased fees.

## 2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (5)

The directorate is therefore proposing a series of initiatives to support balancing the 2019/20 budget. These total £4.794 million.

Reference	Key Initiatives (section 1 of 2)	£m
1.3	Digital saving - validation hub	0.055
1.3	Digital saving – parking permits	0.293
2.9	Libraries: commercial and business opportunities	0.300
2.10	Community Services: controllable spend review	0.119
5.16	Westminster Car Club (Parking)	0.163
6.9	Regulatory support services & pre-application advice	0.050
6.11	Integrated Neighbourhood Services - Phase 3	0.900
6.13 (EIA)	Public Protection & Licensing fee review and additional income	0.184



***2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (6)***

Reference	Key Initiatives (section 2 of 2)	£m
7.12	Sports & Leisure - Phase II	0.400
7.19 (EIA)	Libraries further service transformations	0.200
7.20	Waste contract savings	1.000
7.22	Advertising on waste collection vehicles	0.350
7.24	Commercial Waste Income	0.330
7.26	Parking Debt Recovery	0.250
7.27	Road Management: Reclassification of Roads	0.200
	<b>Total</b>	<b>4.794</b>



# 2019/20 Budget Pressures

Estimated Pressures	£m
Loss of passport and citizenship application checking income	0.100
Street cleansing costs	0.150
MOPAC funding reduction	0.204
<b>TOTAL</b>	<b>0.454</b>

**Loss of passport and citizenship application checking income (£0.100m)** - the Registrars service receives income from the Home Office for checking customer applications for British citizenship and passports. The Home Office is planning to procure this service nationally through an alternative supplier.

**Street cleansing costs (£0.150m)** – Increased footfall pressures following the opening of the Elizabeth line will require an increase in street cleansing resource in order to deliver to current performance levels.

**MOPAC funding reduction (£0.204m)** – Westminster receives funding from the Mayor’s Office for Policing and Crime through the London Crime Prevention Fund to prevent crime, support safer communities, and reduce reoffending. Westminster’s direct funding allocation has been reduced by 56%.



# City Management & Communities Budget 2019/20

The key controllable service area budgets for 2019/20 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	0.000	0.511	0.511
City Highways	(100.984)	41.453	(59.531)
Community Services	(4.725)	3.527	(1.198)
Libraries and culture	(3.714)	9.432	5.718
Public Protection and Licensing	(10.815)	19.731	8.916
Waste and Parks	(19.068)	60.676	41.608
<b>TOTAL Budget 2019/20</b>	<b>(139.306)</b>	<b>135.330</b>	<b>(3.976)</b>



# Consultations on 2019/20 proposals

*The following public consultations have been arranged in respect of 2019/20 proposals:*

Proposal name	Public Protection & Licensing fee review and additional income
Value (£'000)	184*
Consultation Period	August – October 2018
Status of consultation	In progress
Impact/amendments?	To be determined

\* This saving relates to a number of fees across the Public Protection and Licensing service, of which one element is a review of Street Trading fees. It is this element of the saving only which is being consulted on.

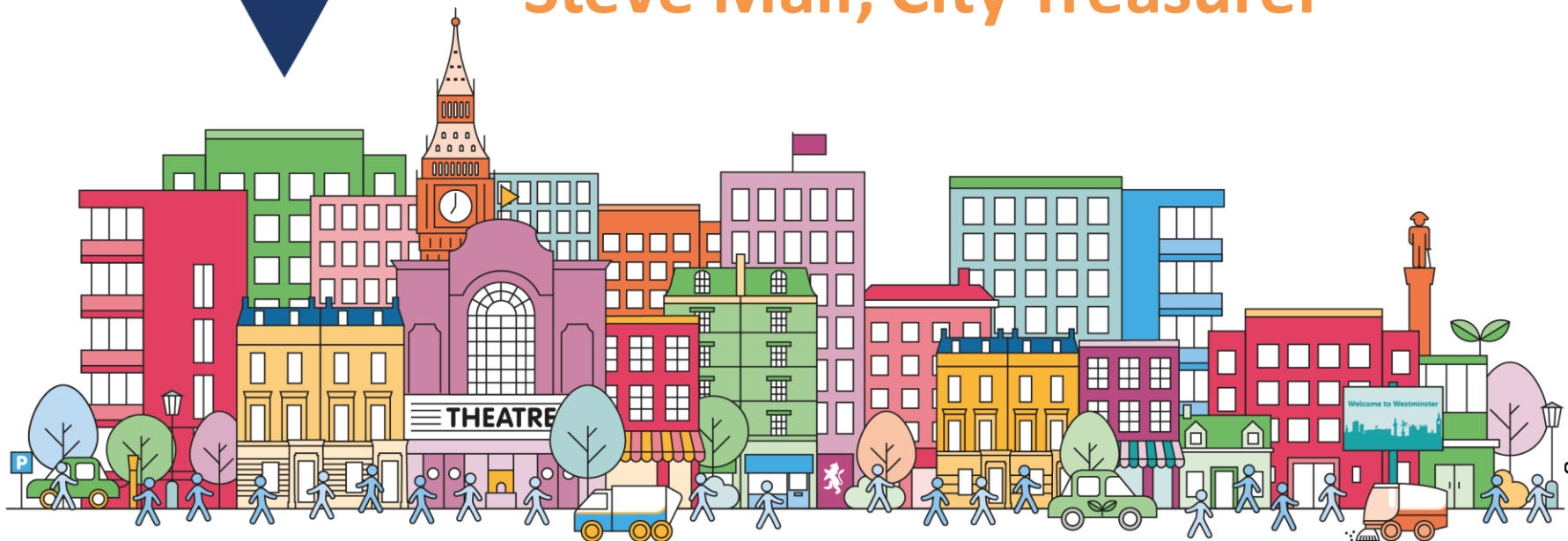




# Budget and Performance Task Group

## Corporate Services

Steve Mair, City Treasurer





## ***Executive Summary***

- In 2018/19 Corporate Services was allocated a gross controllable expenditure budget of £18.893m and a gross income budget of £5.893m (net controllable budget £13.000m)
- The projected outturn variance for 2018/19 is an overspend of £0.198m
- There are budget pressures of £2.100m for 2019/20
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £0.297m



## 2019/20 Key Issues

- Post implementation, monitoring the Managed Service Provider contract and the continuation of promoting SAP's self service functions within the Council
- WCC's senior management support for proactive management of IT accounts and supporting move to new ways of working (soft phones/Skype calling and "Bring Your Own Device")

# Corporate Services Budget 2018/19

The key controllable service area budgets for 2018/19 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Information & Communication Technology	(0.718)	8.771	8.053
Procurement Services	-	1.597	1.597
People Services	(0.186)	2.103	1.917
Legal Services	(1.460)	0.089	(1.371)
Managed Services	(0.244)	1.460	1.216
Shared Corporate Services	(0.069)	0.394	0.325
Corporate Services Trading	(0.600)	-	(0.600)
Digital Programme	-	1.625	1.625
Electoral Services, Coroners and Land Charges	(2.616)	2.057	(0.559)
Complaints and Customers	-	0.226	0.226
Chief Executive's Office & Corporate Management	-	0.571	0.571
<b>TOTAL Budget 2018/19</b>	<b>(5.893)</b>	<b>18.893</b>	<b>13.000</b>



## ***2019/20 Transformation, Efficiencies, Financing and Commercial Proposals***

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The directorate is to support balancing the 2019/20 budget by delivering the following initiative.

**Review of Corporate Services, pay and non pay budgets (£0.297m):** The Corporate Services directorate will review vacancies that are generated in year and evaluate which posts can be closed and non pay budgets to understand key cost drivers, establish efficiencies to increase value for money (VFM) and realise cashable savings

# 2019/20 Budget Pressures

Estimated Pressures	£m
Managed Service Provider	1.750
Enhancement of the Maternity and Parental leave policies	0.350
<b>TOTAL</b>	<b>2.100</b>

**Managed Service Provider** (£1.750m) - expected increase in the contract price from the new Manager Service Provider post implementation of a Enterprise Resource Planning system (SAP) to replace Agresso

**Enhancement of the Maternity and Parental leave policies** (£0.350m) - this is anticipated to be a Council-wide cost impact. This will improve employee benefits by enhancing current policies to align to similar employers.



## Corporate Services Budget 2019/20

The key controllable service area budgets for 2019/20 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Information & Communication Technology	(0.718)	8.761	8.043
Procurement Services	-	1.576	1.576
People Services	(0.186)	2.370	2.184
Legal Services	(1.460)	0.089	(1.371)
Managed Services	(0.244)	3.210	2.966
Shared Corporate Services	-	0.142	0.142
Corporate Services Trading	(0.600)	-	(0.600)
Digital Programme	-	1.625	1.625
Electoral Services, Coroners and Land Charges	(2.616)	2.057	(0.559)
Complaints and Customers	-	0.226	0.226
Chief Executive's Office & Corporate Management	-	0.571	0.571
<b>TOTAL Budget 2019/20</b>	<b>(5.824)</b>	<b>20.627</b>	<b>14.803</b>



## ***Consultations on 2019/20 proposals***

*There are no public consultations planned on any 2019/20 proposals.*

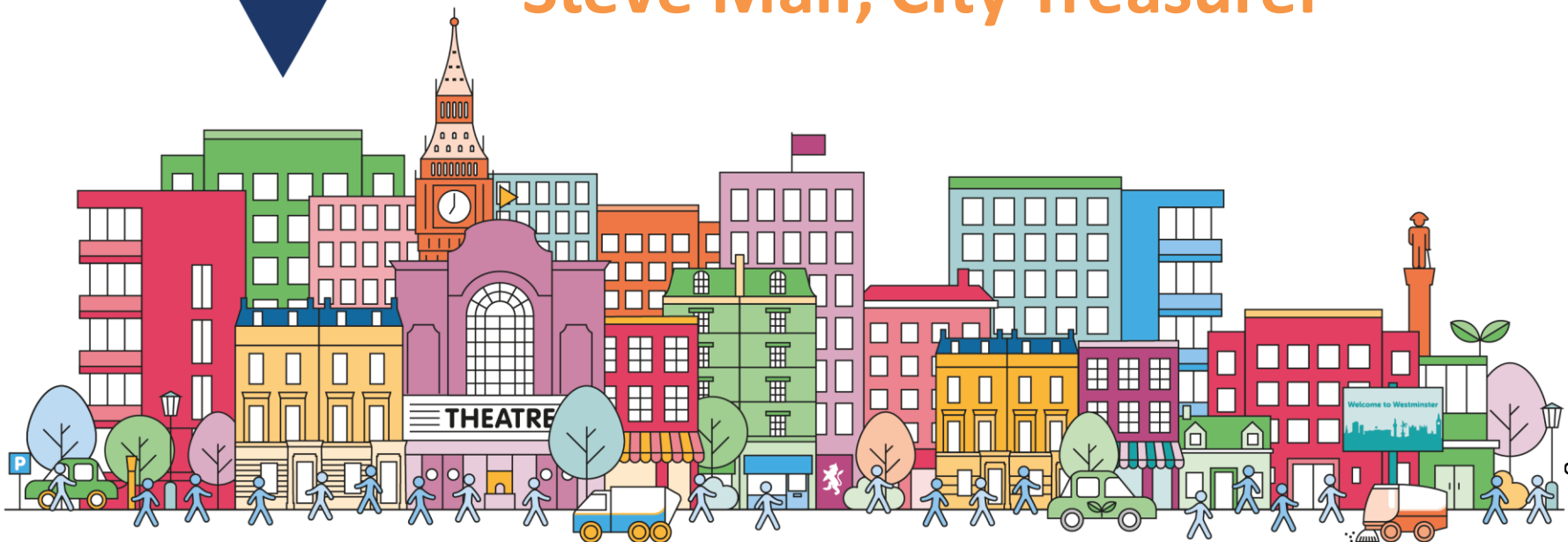




# Budget and Performance Task Group

City Treasurer

Steve Mair, City Treasurer





## ***Executive Summary***

- In 2018/19 City Treasurer was allocated a gross controllable expenditure budget of £29.944m and a gross income budget of £18.060m (net controllable budget £11.884m)
- The projected outturn variance for 2018/19 is an underspend of £4.183m at period 4
- There are budget pressures of £1.516m in 2019/20
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £20.617m



## 2019/20 Key Issues

- Embedding of the new Enterprise Resource Planning (ERP) system and the self service functions
- The outcome of the Government's Spending Review and impact on local government Fair Funding Review will be known and the Council will be required to mitigate any adverse impact
- Continuation of comprehensive staff training and development plan, ensuring highest professional and commercial standards with full staff engagement
- Uncertainty on the "High Street" and Business Rate appeals will continue to impact business rates yield which the Council will need to mitigate



# City Treasurer Budget 2018/19

The key budgets for 2018/19 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.021)	0.310	0.289
Commercial and Financial Management	(0.246)	3.570	3.324
Corporate Finance	(0.884)	3.048	2.164
Treasury and Pensions	(6.055)	8.166	2.111
Revenues and Benefits	(10.854)	14.572	3.718
Chief Executive's Office	-	0.278	0.278
<b>Total Controllable Budget 2018/19</b>	<b>(18.060)</b>	<b>29.944</b>	<b>11.884</b>
<b>Core funding and other non-core items*</b>	<b>(187.645)</b>	<b>41.964</b>	<b>(145.681)</b>
<b>Grand Total 2018/19</b>	<b>(205.705)</b>	<b>71.908</b>	<b>(133.797)</b>

\* This comprises core funding such as Revenue Support Grant, Business Rates, Council Tax as well as a combined budget for items such as capital financing costs, precepts and levies, superannuation contributions and risk.



## ***2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (1)***

*Information on the key savings initiatives is provided below:*

**Increase in council tax base (£0.475m):** organic growth through the building of additional homes and enhancements to existing homes, as well as changes to eligibility for discounts (single person discount for example) result in a modest but steady annual increase in the tax base. This results in an increasing tax yield even though the average Band D amount remains constant

**Revenue & Benefits – contract re-procurement (£2.965m):** undertake a procurement exercise for a new contract, which will service the outsourced collection of council tax, business rate and the management of benefits. Savings are anticipated to be generated through a robust procurement process to ensure maximisation of value for money

**City Treasurer's – Treasury Management (£4.081m):** the City Treasurer's department will review opportunities to generate additional income from enhanced Treasury Management practices

## 2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (2)

*Information on the key savings initiatives is provided below:*

**Business rates** (£9.701m): additional income is anticipated to be delivered through the business rates retention scheme. An additional £9.701 will become available in 2019/20

**Capital programme slippage impact** (£3.395m): the Capital Programme is assumed to have been funded based on an increasing level of revenue budgeted every year to cover financing costs. Due to slippage within the programme less is required than expected in 2019/20 to finance the programme



## ***2019/20 Transformation, Efficiencies, Financing and Commercial Proposals (3)***

The directorate is therefore proposing a series of initiatives to support balancing the 2019/20 budget. These total £20.617m.

Reference	Key Initiatives	£m
1.18	Increase in Council Tax Base	0.475
1.20	Revenue & Benefits – contract re-procurement	2.965
1.52	City Treasurers - Treasury Management	4.081
1.62	Business rates	9.701
1.67	Capital programme slippage impact	3.395
	<b>Total</b>	<b>20.617</b>



## 2019/20 Budget Pressures

**Performance and Contracts (£1.516m)** - this pressure is to be held within the non core items and to be allocated to service departments on a needs basis following the review of submission requests. It is held for the purpose of step-up adjustments and unplanned contract pressures across the Council

**Budget Gap (£26.300m)** – the budget gap for the Council for 2019/20 is wrapped into the core funding and other non-core items to take account of reductions in government funding, inflation, pension fund deficit recovery, the impact from the capital programme and other risks.



# City Treasurer Budget 2019/20

The key budgets for 2019/20 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.021)	0.310	0.289
Commercial and Financial Management	(0.246)	3.570	3.324
Corporate Finance	(0.884)	3.048	2.164
Treasury and Pensions	(10.136)	8.166	(1.970)
Revenues and Benefits	(10.854)	11.607	0.753
Chief Executive's Office	-	0.278	0.278
<b>Total Controllable Budget 2019/20</b>	<b>(22.141)</b>	<b>26.979</b>	<b>4.838</b>
<b>Core funding and other non-core items*</b>	<b>(179.145)</b>	<b>47.709</b>	<b>(131.436)</b>
<b>Grand Total 2019/20</b>	<b>(201.286)</b>	<b>74.688</b>	<b>(126.598)</b>

\* This comprises core funding such as Revenue Support Grant, Business Rates, Council Tax as well as a combined budget for items such as capital financing costs, precepts and levies, superannuation contributions and risk.





## ***Consultations on 2019/20 proposals***

*There are no public consultations planned on any 2019/20 proposals.*



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**Schedule of Full Equalities Impact Assessments (EIAs) for 2019/20 Budget Proposals**

The schedule below sets out which budget proposals are deemed to require a full EIA to be produced. The associated EIA is then attached to this document for review. All other proposals have been assessed and deemed not to require a full EIA.

A lever arch file with assessments for all budget proposals will be available for review at the relevant scrutiny meetings. Given the volume of pages this would entail, only those assessed to require a full EIA are attached herewith.

<b>Reference Number</b>	<b>EIA Description</b>	<b>Directorate</b>	<b>Saving 2019/20 £000</b>	<b>Review Date</b>
3.20	Review of contracts	Adult Services	250	26 Sep
8.23	Collaborative Commissioning	Children's Services	200	26 Sep
6.13	PPL Fee review and additional income	City Management & Communities	184	4 Oct
7.19	Libraries further service transformations	City Management & Communities	200	4 Oct



## EQUALITY IMPACT ASSESSMENT TEMPLATE

**PLEASE ENSURE YOU READ THE GUIDANCE NOTES BEFORE COMPLETING THIS TEMPLATE**

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.

### SECTION 1:

Title	3.20 – Review of Contracts
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	<p>The following analysis is based on savings proposals that form part of the broader “Adult Social Care Commissioning Programme”.</p> <p>This proposals is associated with commissioned longer term care and support services and therefore were brought together into one overarching programme.</p> <p>The core aim of the programme is to deliver improved processes, better outcomes that maximise independence, more choice and personalised services.</p> <p>This supports Adult Social Care’s statutory duties under the Care Act 2014, whereby ASC is required to meet eligible needs under the national eligibility criteria.</p> <p>The underpinning business case for this work is based on the aim that we can continue to improve the quality of life that customers with eligible needs have and make a moderate level of continued savings by taking this approach.</p> <p>The programme incorporates the following projects and work streams. The initial position on EIA considerations is set out for each, however this is a preliminary assessment and there is a need for further analysis to manage equality in provisions with the constraints of the budget pressures to minimise risks. Where applicable proposals will have a final Impact Assessment, with input from residents, service users, and carers, undertaken prior to mobilisation in order to eliminate the potential for unlawful discrimination.</p> <p><b>MTP Ref.                      Summary</b></p> <p><b>3.20                      Review of Contracts</b></p>

	<p>Strategic review of contracts across Adult Social Care to identify opportunities as part of the recommissioning cycle to deliver savings, whilst ensuring that providers are delivering effective, efficient services that deliver good outcomes.</p> <p>The review will be finalised in March 2019 and will be making recommendations around streamlining of contracts to deliver efficiencies and opportunities over the next financial year where there maybe potential opportunities to merge contracts that will result in lower costs.</p> <p>This will form part of the BAU commissioning processes and governance structures.</p>
Details of the lead person completing the screening/EIA	<p>(i) <b>Full Name:</b> Chris Greenway</p> <p>(ii) <b>Position:</b> Director of Integrated Commissioning</p> <p>(iii) <b>Unit:</b> Adult Social Care</p> <p>(iii) <b>Contact Details:</b> <a href="mailto:cgreenway@westminster.gov.uk">cgreenway@westminster.gov.uk</a></p>
Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
Version number and date of update	V04 16-SEP-18
<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. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

## SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

2.1	<p>Please provide an overview 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"> <li>• If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</li> <li>• Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</li> </ul>
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These proposals may impact individuals who currently access Adult Social Care. Further analysis and monitoring will be required to understand the extent of the impact of each proposal as the project is scoped. A final EIA will be completed in March 2019 as part of the Project, based on any recommendations that may have impacts on individuals.

At this stage it is not known what this impact will be and what particular contracts this may relate to as this will be part of the recommendations. Monitoring will continue throughout the lifecycle of the project.

It should be noted that access to services is determined by national guidance under the Care Act 2014. None of these proposals will change who is eligible for services from Adult Social Care.

The following is based on all people who have an adult social care package at 31 March 2018.

How many people use the service currently? What is this as a % of Westminster’s population?	5,065 people access social care services representing 2.09% of the population <i>(based on the 2016 JSNA estimated Westminster resident population of 241,783)</i>																									
Gender	<table><tr><th>Gender</th><th>Numbers</th><th>%</th><th>WCC Population</th><th>%</th></tr><tr><td>Female</td><td>2,794</td><td>55.16%</td><td>116,721</td><td>48.28%</td></tr><tr><td>Male</td><td>2,257</td><td>44.56%</td><td>125,062</td><td>51.72%</td></tr><tr><td>Unknown</td><td>14</td><td>0.28%</td><td></td><td></td></tr><tr><td>TOTAL</td><td>5,065</td><td>100%</td><td>241,783</td><td>100.00%</td></tr></table> <p>As per the JSNA, the gender split in Westminster is unusual, with more men than women. This is particularly the case in the 25-50 year old age groups, but there are more women in the 50+ groups. This is reflected in the breakdown of people with Adult Social Care packages, where the number of men with a package is 44.56% vs a population of 51.72%.</p> <p>As we do not currently collect data on gender identity/ reassignment on any of our social surveys, research and engagement (as part of additional EIA development and ongoing monitoring) will be undertaken to ensure there is no disproportionate impact on this protected characteristic.</p>	Gender	Numbers	%	WCC Population	%	Female	2,794	55.16%	116,721	48.28%	Male	2,257	44.56%	125,062	51.72%	Unknown	14	0.28%			TOTAL	5,065	100%	241,783	100.00%
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Race	<table><tr><th>Ethnicity</th><th>WCC</th><th>Percentage</th></tr><tr><td>White</td><td>2,838</td><td>56.03%</td></tr><tr><td>Asian / Asian British / Chinese</td><td>343</td><td>6.77%</td></tr><tr><td>Black / African / Caribbean /Black British</td><td>788</td><td>15.56%</td></tr></table>	Ethnicity	WCC	Percentage	White	2,838	56.03%	Asian / Asian British / Chinese	343	6.77%	Black / African / Caribbean /Black British	788	15.56%													
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Disability	<b>Support Reason</b> <table><tr><th>Primary Support reason</th><th>WCC</th></tr><tr><td>Physical support</td><td>2,643</td></tr><tr><td>Sensory support</td><td>63</td></tr><tr><td>Learning Disability Support</td><td>442</td></tr><tr><td>Mental Health Support</td><td>1,625</td></tr><tr><td>Support with Memory and Cognition</td><td>146</td></tr><tr><td>Social Support</td><td>124</td></tr><tr><td>Not recorded</td><td>22</td></tr><tr><td><b>Total</b></td><td><b>5,065</b></td></tr></table> <p>Adult Social Care has statutory duties under the Care Act 2014 and is required to meet eligible needs under the national framework and criteria.</p>	Primary Support reason	WCC	Physical support	2,643	Sensory support	63	Learning Disability Support	442	Mental Health Support	1,625	Support with Memory and Cognition	146	Social Support	124	Not recorded	22	<b>Total</b>	<b>5,065</b>
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Sexual orientation	It is not possible to know how many LGBT+ people live in the City of Westminster or indeed in the UK as no baseline data exists on this issue. In the absence of this data, it is generally estimated that between five and ten percent of the population identify as lesbian, gay or bisexual. This would mean that there were between 9,064 and 18,128 LGBT+ people living in the City of Westminster seven years ago, based on the most recent census data from Galop.																		
Age	<table><tr><th>Age band</th><th>WCC</th></tr><tr><td>Age 18-64</td><td>2,282</td></tr><tr><td>Age 65-74</td><td>663</td></tr><tr><td>Age 75-84</td><td>952</td></tr><tr><td>Age 85 and over</td><td>1,168</td></tr><tr><td><b>Total</b></td><td><b>5,065</b></td></tr></table>		Age band	WCC	Age 18-64	2,282	Age 65-74	663	Age 75-84	952	Age 85 and over	1,168	<b>Total</b>	<b>5,065</b>					
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		There is a disproportionate number of older people with Adult Social Care packages of care compared with the general population. This can be attributed to older people having greater needs for care and support.																																																		
	Religion or belief	<table><tr><th>Religion</th><th>WCC Total</th><th>Percent</th><th>Greater London</th><th>%</th></tr><tr><td>Christian</td><td>97,300</td><td>40.9</td><td>4,057,000</td><td>47.0</td></tr><tr><td>Buddhist</td><td>2,600</td><td>1.1</td><td>99,100</td><td>1.0</td></tr><tr><td>Hindu</td><td>5,800</td><td>2.4</td><td>446,000</td><td>5.0</td></tr><tr><td>Jewish</td><td>4,700</td><td>2.0</td><td>178,300</td><td>2.0</td></tr><tr><td>Muslim</td><td>52,500</td><td>22.0</td><td>1,246,300</td><td>14.0</td></tr><tr><td>Sikh</td><td></td><td></td><td>127,400</td><td>2.0</td></tr><tr><td>Other religion</td><td>5,100</td><td>2.1</td><td>189,000</td><td>2.0</td></tr><tr><td>No religion</td><td>70,200</td><td>29.5</td><td>2,328,700</td><td>27.0</td></tr><tr><td>Total</td><td>238,100</td><td>100</td><td>8,671,700</td><td>100</td></tr></table> <p>The above numbers are 2016 estimates presented by the London Dataset, and indicate that in Westminster there is a lower percentage of individuals who list themselves as Christian, and a higher percentage of individuals who list themselves as Muslim as benchmarked against the rest of London.</p>	Religion	WCC Total	Percent	Greater London	%	Christian	97,300	40.9	4,057,000	47.0	Buddhist	2,600	1.1	99,100	1.0	Hindu	5,800	2.4	446,000	5.0	Jewish	4,700	2.0	178,300	2.0	Muslim	52,500	22.0	1,246,300	14.0	Sikh			127,400	2.0	Other religion	5,100	2.1	189,000	2.0	No religion	70,200	29.5	2,328,700	27.0	Total	238,100	100	8,671,700	100
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2.2 Are there any groups with protected characteristic 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.	<p>There is a disproportionate number of older people with Adult Social Care packages of care as compared with the general population, which is consistent with national trends, and can be attributed to older people having greater needs for care and support and aligns with national trends.</p> <p>Further work is required to gauge the impact of this work on Older People, and any other groups with protected characteristics, and will be included in project-specific Equality Impact Assessments, and updated/monitored through the commissioning, mobilisation and implementation phases.</p>																																																			
2.3 Are there any groups with protected characteristics that are underrepresented in the monitoring	<p>Initial demographics for Westminster indicate that the percentage of BME’s with an Adult Social Care package is 31% with the BME population making up 38% of the overall population (based on the 2011 Census). However it should be noted that there is 5.75% of people with a package who do not have Ethnicity recorded.</p> <p>A detailed analysis will be performed when recommendations are made to fully understand what, if any, impacts this work will have on BMEs or any other group impacted by this work.</p>																																																			



<b>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.</b>	This analysis will be included in a project-specific EIA and will be monitored/updated throughout the services' lifecycles.																																																					
<b>2.4</b>	<b>Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?</b>																																																					
	<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>Men or women</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>People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)</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>Disabled<sup>1</sup> people (consider different types of physical, learning or mental disabilities)</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People of particular sexual orientation/s</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>People in particular age groups (consider in particular children, under 21s and over 65s)</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</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>Impact due to pregnancy/ maternity</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>People of particular faiths and beliefs</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>People on low incomes</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> <p>This is a preliminary assessment, further analysis will be required when the recommendations are made from the reviews.</p>					None	Positive	Negative	Not sure	Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disabled <sup>1</sup> people (consider different types of physical, learning or mental disabilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 in particular age groups (consider in particular children, under 21s and over 65s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	People who are intending 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"/>	Impact due to pregnancy/ maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People of particular faiths and beliefs	<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"/>
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<sup>1</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

	<p>An updated EIA will be produced based on the recommendations of the review that will document any impacts and mitigation in further details.</p> <p>Impact Assessment, with input from residents, service users, and carers will be undertaken prior to mobilisation of any recommendations in order to eliminate the potential for unlawful discrimination.</p> <p><b>If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.</b></p>
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2.5	Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2.6	Provide brief reasons on how have you come to this decision?
	<ul style="list-style-type: none"> <li>• Adult Social Care has statutory duties under the Care Act 2014 and is required to meet eligible needs under the national framework and criteria.</li> <li>• The proposals do not impact on individual’s eligibility for services and are designed to improved processes, provide more choice and personalised services that provide better outcomes that maximise independence.</li> <li>• The need to ensure that the actions that result from these proposals do not disproportionately impact users within any protected characteristics.</li> <li>• Central to these proposals is working with the wider care and support market to ensure we maximise value for money while providing services that deliver better outcomes.</li> <li>• As each of the projects preliminarily covered in this EIA progresses, EIAs will then be co-produced with residents, service users and carers.</li> </ul>

**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. Using the evidence gathered in section 2, 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 using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What , if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men					✓		
	Women					✓		
Race	White					✓		
	Mixed/Multiple ethnic groups					✓		
	Asian/Asian British					✓		
	Black/African/Caribbean/ Black British					✓		
	Gypsies / travellers					✓		
	Other ethnic group					✓		
Disability	Physical				✓		Further work is required to gauge the impact of this work on disability groups.  An updated EIA will be produced based on the recommendations of the review that will document	
	Sensory				✓			
	Learning Difficulties				✓			
	Learning Disabilities				✓			
	Mental Health				✓			

							any impacts and mitigation in further details.	
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Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual					✓		
<b>Age</b>	Older people (50+)				✓		Further work is required to gauge the impact of this work on older people.  An updated EIA will be produced based on the recommendations of the review that will document any impacts and mitigation in further details	
	Younger people (16 - 25)					✓		
<b>Gender Reassignment</b>						✓		
<b>Impact due to pregnancy/maternity</b>						✓		
<b>Groups with particular faiths and beliefs</b>						✓		
<b>People on low incomes</b>						✓		

## SECTION 4: ACTION PLAN

4.1	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p><b>NB. Add any additional rows, if required.</b></p>						
	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	Produce an updated EIA as part of the review project based on the recommendations.	All	A better understanding of potential impacts, which can then be managed to ensure that no protected group is unfairly discriminated against.	To be confirmed	Paul Rackham, Head of Commissioning	31-MAR-18	Amber
	Enter additional rows if required						

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** .....**UNIT:** .....**EMAIL & TELEPHONE EXT:** .....**DATE (DD/MM/YYYY):** .....**WHAT NEXT?**

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

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by (insert date).

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



## EQUALITY IMPACT ASSESSMENT TEMPLATE

**PLEASE ENSURE YOU READ THE GUIDANCE NOTES BEFORE COMPLETING THIS TEMPLATE**

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.

### SECTION 1:

Title	8.23 – Collaborative Commissioning
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	<p><b>Collaborative Commissioning</b> - This work is focused on two key areas. The first is the Emotional Wellbeing and Mental Health and CAMHS offer to schools, and is seeking to work with schools on the development of a whole school model of mental health and wellbeing support for children and young people. By collaborating with schools through a whole school, shared commissioning model the expectation is that value for money will be achieved and that provision will be made more accessible. In addition, adopting a strategic approach to shared commissioning and delivery will help to improve the consistency of the mental health and wellbeing offer available to children and young people. It is expected that school age children accessing tier 1 and 2 emotional wellbeing and mental health services will benefit from these changes.</p> <p>The second area will look at addressing contractual inefficiencies from existing related contracts. This includes a block contract arrangements and the deployment of seconded posts into Council teams. This will not adversely impact on front line delivery and will be delivered through contractual efficiencies.</p> <p>This EIA is draft and will be updated following consultation with schools in December 2018.</p>
<p>Details of the lead person completing the screening/EIA</p>	<p>(ii) Full Name: Annabel Saunders</p> <p>(ii) Position: Assistant Director of Commissioning</p> <p>(iii) Unit: Children's Services</p> <p>(iii) Contact Details: <a href="mailto:Annabel.Saunders@rbkc.gov.uk">Annabel.Saunders@rbkc.gov.uk</a></p>



Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	04/09/2018
Version number and date of update	3 – 02/09/2018
<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. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i>	

## SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

2.1	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>						
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		<ul style="list-style-type: none"><li>Portuguese</li></ul> Across Westminster households, 64% have English as a main language used by all residents aged 16 plus. 22% have no people in the household who have English as a first language (Census, 2011).		
	Disability	No information gathered in the 2011 Census		
	Sexual orientation	No information gathered in the 2011 Census		
	Age	0 to 4 years inclusive	12,934	27%
		5 to 10 years inclusive	16,467	35%
		11 to 15 years inclusive	11,173	24%
		16 to 18 inclusive	6,785	14%
	Religion or belief	45% of residents specified their religion as Christian (Census, 2011)  Islam was the 2 <sup>nd</sup> highest religion recorded. 18% of Westminster residents specified their religion as Islam. (Census, 2011)  20% of residents have no religion specified.		
2.2 Are there any groups with protected characteristic 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.		As this proposal is aimed at services in Children's Services, it will over-represent children and young people aged 0-25.  A CAMHS need may represent a disability, this group will be over-represented.		
2.3 Are there any groups with protected characteristics 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		If yes, provide details.  As this proposal is aimed at services in Children's Services, it will under-represent people aged 26 and over.		

<i>of direct or indirect discrimination occurring.</i>					
<b>2.4</b>	<b>Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disabled <sup>2</sup> people (consider different types of physical, learning or mental disabilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups (consider in particular children, under 21s and over 65s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People who are intending 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"/>
	Impact due to pregnancy/ maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular faiths and beliefs	<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"/>
<p><b>If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.</b></p>					

<b>2.5</b>	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>2.6</b>	<b>Provide brief reasons on how have you come to this decision?</b>

<sup>2</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

	<p>The proposals are subject to further engagement and consultation. Once these have been concluded in December 2018 there will be greater clarity about the potential impact or benefit from the related transformation work with schools. Prior to this there is some uncertainty around the impacts that it may have on the people with the protected characteristics which is marked as “unclear”. Following consultation and further development of the corresponding action plans this will either be re-assessed or a full EIA will be carried out.</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. Using the evidence gathered in section 2, 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 using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What , if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men					X		
	Women					X		
Race	White					X		
	Mixed/Multiple ethnic groups					X		
	Asian/Asian British					X		
	Black/African/Caribbean/Black British					X		
	Gypsies / travellers					X		
	Other ethnic group					X		
Disability	Physical					X		
	Sensory					X		
	Learning Difficulties					X		
	Learning Disabilities					X		
	Mental Health	TBD	TBD	TBD	TBD		The proposal will address early intervention in the	

							MH and wellbeing offer to children and young people	
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Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual					X		
<b>Age</b>	Older people (50+)					X		
	Younger people (16 - 25)	TBD	TBD	TBD	TBD	TBD	Improved services and more effective referrals through better partnership working and reducing demand for statutory interventions.	
<b>Gender Reassignment</b>						X		
<b>Impact due to pregnancy/maternity</b>						X		
<b>Groups with particular faiths and beliefs</b>						X		
<b>People on low incomes</b>						X		



**SECTION 4: ACTION PLAN**

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

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

**SIGNATURE:** .....

**FULL NAME:** Annabel Saunders

**UNIT:** Children's Services

**EMAIL & TELEPHONE EXT:** [Annabel.Saunders@rbkc.gov.uk](mailto:Annabel.Saunders@rbkc.gov.uk)

**DATE (DD/MM/YYYY):** 16/07/2018

**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 (insert date).

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



## EQUALITY IMPACT ASSESSMENT TEMPLATE

### PLEASE ENSURE YOU READ THE GUIDANCE NOTES BEFORE COMPLETING THIS TEMPLATE

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.

#### SECTION 1:

Title	6.13 – PPL Fee Review Additional Income
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	<p>The Licensing Committee dated 4<sup>th</sup> July 2018 approved the process to undertake statutory consultation on a revised set of fees and charges for street trading on a pitch in Westminster's markets. The proposed fees and charges will enable the Council to introduce a charging structure to recover costs associated with licensed street trading as set out in section 22 of the City of Westminster Act 1999 (The Act). The last full fee review was undertaken in 2006.</p> <p>An extensive consultation amongst street traders and other stakeholders, aligned to a wider market strategy consultation, commenced on 6<sup>th</sup> August and will continue until the 29<sup>th</sup> October.</p> <p>The consultation includes a number of options for cost recovery. Recommendations will be brought to the next Full Licensing Committee on 28<sup>th</sup> November. Cost recovery will mean that the council does not operate at a deficit across this function.</p>
<p>Details of the lead person completing the screening/EIA</p>	<p>(iii) Full Name: <a href="#">Annette Acik</a></p> <p>(ii) Position: Head of Licensing</p> <p>(iii) Unit: Public Protection and Licensing</p> <p>(iii) Contact Details: <a href="mailto:aacik@westminster.gov.uk">aacik@westminster.gov.uk</a></p>

Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
Version number and date of update	Version 2 date 10.08.18
<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. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

**SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?**

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

2.1	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>														
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<p><b>2.2 Are there any groups with protected characteristic 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.</b></p>	<p><i>If yes, provide details.</i></p> <p><i>Unknown</i></p>														

<b>2.3 Are there any groups with protected characteristics 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.</b>	<p><i>If yes, provide details.</i></p> <p><i>Unknown</i></p>																																																					
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<sup>3</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

2.5	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2.6	<b>Provide brief reasons on how have you come to this decision?</b>
	<p>The proposals set out a number of options for market fees and charges, based on principles of fairness, cost recovery, support for local enterprise and sustainability and transparency. The options also include consideration for start-up businesses, individual concessions based on affordability, a tapered approach over two years, and concessions for WCC residents.</p> <p>These options form part of the consultation process, which encourages traders and stakeholders to comment on their most preferred two options and give comment on other discretionary services that they would like to see provided. Consultation is being undertaken through on line survey, workshops, focus groups, drop in sessions and walkabouts. Responses received by the completion of the consultation on 29<sup>th</sup> October will be considered and outcomes/ proposals recommended to Full Licensing Committee in November. A further EIA will be required once the consultation has been completed.</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. Using the evidence gathered in section 2, 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 using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What , if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men					x		
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	Mixed/Multiple ethnic groups					x		
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	Gypsies / travellers					x		
	Other ethnic group					x		
Disability	Physical					x		
	Sensory					x		
	Learning Difficulties					x		
	Learning Disabilities					x		
	Mental Health					x		



Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual					x		
<b>Age</b>	Older people (50+)					x		
	Younger people (16 - 25)					x		
<b>Gender Reassignment</b>						x		
<b>Impact due to pregnancy/maternity</b>						x		
<b>Groups with particular faiths and beliefs</b>						x		
<b>People on low incomes</b>					x		Mitigated via concessionary approaches but dependant on the outcome of consultation with those impacted and stakeholders, when further actions required will be considered.	

SECTION 4: ACTION PLAN

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

**THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER****SIGNATURE:** .....**FULL NAME:** .....**UNIT:** .....**EMAIL & TELEPHONE EXT:** .....**DATE (DD/MM/YYYY):** .....**WHAT NEXT?**

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

All EIAs for proposed changes to levels of service arising from budget proposals must be completed by (insert date).

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



## EQUALITY IMPACT ASSESSMENT TEMPLATE

### PLEASE ENSURE YOU READ THE GUIDANCE NOTES BEFORE COMPLETING THIS TEMPLATE

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.

#### SECTION 1:

Title	7.19 – Libraries further service transformations
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of Smart Open at 3-5 sites and streamlining of self-service offer, with reduction of employee costs The initiative will potentially benefit all current and future users by: <ol style="list-style-type: none"> <li>1. Improve our self-service offer by providing an increase opportunity for use of our library service at alternative times.</li> <li>2. Improve performance of self-service technology, reliability and the customer experience.</li> <li>3. Increased potential for extending library opening hours <ul style="list-style-type: none"> <li>○ Maximising the use of our spaces for <ul style="list-style-type: none"> <li>- income generating</li> <li>- community activities</li> </ul> </li> </ul> </li> <li>4. Improved use of staff time for more focused activities and an improved enquiry service</li> </ol> </li> <li>• Seek further efficiencies in overheads, contract costs and supplies and services, particularly through more efficient stock procurement</li> </ul> <p>The intended results are to generate savings of £200k in 2019/20.</p>
<p>Details of the lead person completing the screening/EIA</p>	<p>(iv) Full Name: Mike Clarke</p> <p>(ii) Position: Director, Libraries &amp; Registrars Service</p> <p>(iii) Unit: City Management</p> <p>(iii) Contact Details: 020 7641 2199</p>

Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
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. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i>	

## SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

<b>2.1</b>	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>																																				
	How many people use the service currently? What is this as a % of Westminster's population?	<p>WCC Visits 2017/18: 1973062 WCC Active Members: 57990 WCC population: 226841 (Based on 2013 mid-year estimates*)</p> <p>The visits are the number of customers that come through the door. It includes residents and non-residents. The active members are, members who have used their library card at least once within the last year.</p>																																			
	Gender	<p>Female: 24375 Male: 19256 No Reply: 2241</p>																																			
	Race	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Ethnicity</th><th style="text-align: center;">No of Members</th></tr> </thead> <tbody> <tr><td>Arab Moroccan</td><td style="text-align: right;">14</td></tr> <tr><td>Arab/Arab British</td><td style="text-align: right;">1121</td></tr> <tr><td>Asian: Bangladeshi</td><td style="text-align: right;">622</td></tr> <tr><td>Asian: Indian</td><td style="text-align: right;">638</td></tr> <tr><td>Asian: Other Asian</td><td style="text-align: right;">963</td></tr> <tr><td>Asian: Pakistani</td><td style="text-align: right;">222</td></tr> <tr><td>Black: African</td><td style="text-align: right;">1489</td></tr> <tr><td>Black: Caribbean</td><td style="text-align: right;">499</td></tr> <tr><td>Black: Other Black</td><td style="text-align: right;">247</td></tr> <tr><td>Chinese</td><td style="text-align: right;">1922</td></tr> <tr><td>Filipino</td><td style="text-align: right;">20</td></tr> <tr><td>Mixed : Asian African Indian</td><td style="text-align: right;">9</td></tr> <tr><td>Mixed : White and BC</td><td style="text-align: right;">132</td></tr> <tr><td>Mixed :Other mixed</td><td style="text-align: right;">249</td></tr> <tr><td>Mixed :White and Asian</td><td style="text-align: right;">220</td></tr> <tr><td>Mixed :White and BA</td><td style="text-align: right;">208</td></tr> </tbody> </table>		Ethnicity	No of Members	Arab Moroccan	14	Arab/Arab British	1121	Asian: Bangladeshi	622	Asian: Indian	638	Asian: Other Asian	963	Asian: Pakistani	222	Black: African	1489	Black: Caribbean	499	Black: Other Black	247	Chinese	1922	Filipino	20	Mixed : Asian African Indian	9	Mixed : White and BC	132	Mixed :Other mixed	249	Mixed :White and Asian	220	Mixed :White and BA	208
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		No reply		23741
		Other Ethnic Group		835
		Other White		1864
		Somalian		18
		Undefined		13667
		Unknown		35
		White: East European		1016
		White: English		5219
		White: Gypsy, Romany, Irish Traveller		30
		White: Other British		849
		White: Other European		43
		White: Western European		1674
		White: British		424
	Disability	Considers to have a disability	No of Members	
		Yes DIS	801	
		No DIS	51349	
		No Reply	5840	
	Sexual orientation	Data not collected		
	Age	Age Group	No of Members	
		0 to 4	1421	
		10 to 14	4368	
		15 to 19	2517	
		20 to 59	24967	
		5 to 9	3786	
		60 to 64	1539	
		65 to 79	3034	
		80+	579	
		No Reply	15779	
	Religion or belief	Data not collected		

<b>2.2 Are there any groups with protected characteristic 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.</b>	If yes, provide details.				
<b>2.3 Are there any groups with protected characteristics 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.</b>	If yes, provide details.				
<b>2.4</b>	<b>Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disabled <sup>4</sup> people (consider different types of physical, learning or mental disabilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 in particular age groups (consider in particular children, under 21s and over 65s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People who are intending 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"/>
	Impact due to pregnancy/ maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<sup>4</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.



	People of particular faiths and beliefs	<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"/>
<p><b>If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.</b></p>					

<b>2.5</b>	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>2.6</b>	<b>Provide brief reasons on how have you come to this decision?</b>
	A full EIA needs to be carried out in regard to the use of the library by children under the age of 15 whilst Smart Open in in operation, so that full mitigating actions can be explored.

**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. Using the evidence gathered in section 2, 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 using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What , if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men							
	Women							
Race	White							
	Mixed/Multiple ethnic groups							
	Asian/Asian British							
	Black/African/Caribbean/Black British							
	Gypsies / travellers							
	Other ethnic group							
Disability	Physical							
	Sensory				Yes		Ensure our library layout mitigate all physical disabilities.	Further reduction of access to face to face frontline services.
	Learning Difficulties							

	Learning Disabilities				Yes		Information regarding staff assisted opening hours clearly displayed and advertised. Telephone assistance provided.	
	Mental Health							

Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual							
<b>Age</b>	Older people (50+)				Yes		Smart Open: Older people who may be reluctant to use the self-access technology. Regular induction sessions provided during implementation stage and thereafter.	Social isolation and social exclusion.
	Younger people (16 - 25)				Yes		Smart Open: Children under the age of 16 – safeguarding advice to be sought. Due to health and safety, and safeguarding unaccompanied children may not be able to gain access to the library in self-access mode. However, they would be able to visit the library if accompanied by a registered user aged over 16 during this time.	Social and learning deprivation.
<b>Gender Reassignment</b>								
<b>Impact due to pregnancy/maternity</b>								
<b>Groups with particular faiths and beliefs</b>								
<b>People on low incomes</b>								

## SECTION 4: ACTION PLAN

4.1	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p><b>NB. Add any additional rows, if required.</b></p>						
	<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>Smart Open: WCC safeguarding teams to advise on use of the library by unaccompanied children during Smart Opening hours.</b>	<b>Children under 16</b>	<b>Reduce any negative impact; provide an alternative solution; ensure health and safety.</b>		<b>Anabel Lopez, head of Service Delivery, 3rd Floor, 35 St Martin's Street, London WC2H 7HP, 020 7641 1033</b>	<b>31/07/18</b>	
	<i>Enter additional rows if required</i>						

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

**SIGNATURE:** .....

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

**UNIT:** .....

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

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

**WHAT NEXT?**

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

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