

Annex B - Part B

Equality Impact Assessments

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

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

2.7 Economy Income

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

What are you analysing?

- What is the purpose of the policy/project/activity/strategy?
- In what context will it operate?
- Who is it intended to benefit?
- What results are intended?
- Why is it needed?

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

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

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

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

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

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

To note:

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

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

Details of the lead person completing the screening/EIA

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

Date sent to Equalities@westminster.gov.uk

18th August 2017

Version number and date of update

V. 1.2 18th August 2017

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

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

1.1	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
If the answer is “negative” or “unclear” consider doing a full EIA					
1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
	<div data-bbox="472 1727 679 1760">None/ Minimal</div> <div data-bbox="552 1765 592 1798"><input checked="" type="checkbox"/></div> <div data-bbox="280 1805 823 1951">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.</div>		<div data-bbox="1110 1727 1254 1760">Significant</div> <div data-bbox="1166 1765 1206 1798"><input type="checkbox"/></div> <div data-bbox="903 1805 1477 1917">Significant impact would be where there is an impact is identified that has substantial impact on any groups.</div>		
	If the answer is “significant” consider doing a full EIA				

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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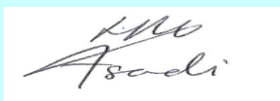
4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:A handwritten signature in black ink, appearing to read 'Haylea Asadi', is written over a light blue rectangular background.**FULL NAME:** Haylea Asadi**UNIT:** Economy Team**EMAIL & TELEPHONE EXT:** hasadi@westminster.gov.uk Ext: 1842**DATE (DD/MM/YYYY):** 18th August 2017

Title
2.8 Place Shaping Income
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>The financial benefit derived by developers from improving the area surrounding development sites is well documented. This proposal seeks to work with major developers to cover the costs and potentially increasing the range of place shaping services delivered by this authority to the benefit of all.</p>
Details of the lead person completing the screening/EIA
<p>(i) Full Name: Ed Watson</p> <p>(ii) Position: Director of WEP</p> <p>(iii) Unit: Place Shaping</p> <p>(iv) Contact Details: 020 7641 2552</p>
Date sent to Equalities@westminster.gov.uk
August 2017
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p>

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

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

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Ed Watson

FULL NAME: Ed Watson

UNIT: Place Shaping

EMAIL & TELEPHONE EXT: 020 7641 2552.....

DATE (DD/MM/YYYY):02/08/2017

WHAT NEXT?

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

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

Title

4.13 Rough Sleeping and Supported Housing

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

What are you analysing?

- What is the purpose of the policy/project/activity/strategy?
- In what context will it operate?
- Who is it intended to benefit?
- What results are intended?
- Why is it needed?

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

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

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

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

Delivery of outcomes

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

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

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

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

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

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

Details of the lead person completing the screening/EIA

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

Date sent to Equalities@westminster.gov.uk

Version number and date of update

Version 2 – 09 August 2017

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i>
	<p>The following section summarises the use of supported housing services by those in acute housing and support need, in particular rough sleepers, on the basis of age, support need, race etc.</p> <p>Westminster saw a total of 2767 rough sleepers in 2016/17. The number reflects a large range of demographics and ethnicities, with a proportion being from specific countries in Central and Eastern Europe. The figures below reflect demographic data from 2014/15 and are derived from GLA commissioned figure from the CHAIN database (rough sleeper database).</p>

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

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

*please note people may identify with more than support need

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

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

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

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

Age

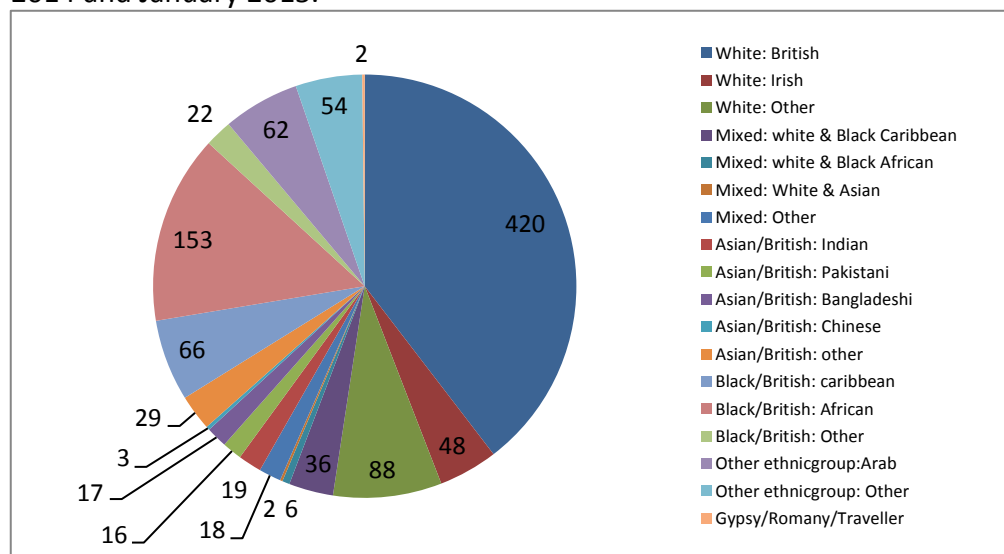
63% of residents were male, 19% were aged 16 to 24 years, 44% aged 25 to 45 years, and 31% aged 46 to 64 and 6% over aged 70.

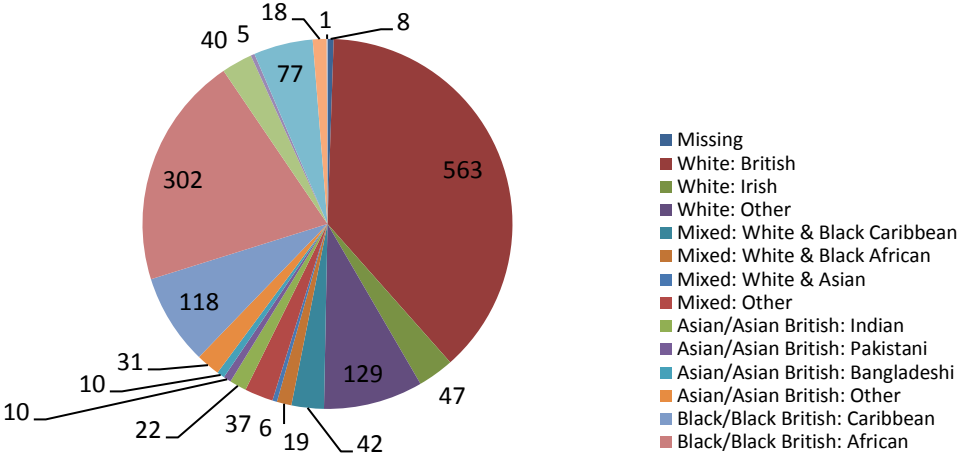
Disability

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

Ethnicity

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



	<p style="text-align: center;">Ethnicity Breakdown of new service users between April 2010 - March 2011</p>  <p>Income Of the 1074 clients, 487 are actively seeking employment.</p>	
2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>The breakdown above describes the groups that present with a need for rough sleeping and supported housing services and these services meet the needs of a broad range of vulnerable groups and will continue to be provided</p>	
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p>No, the data for Westminster is comparable to pan-London data (although the volumes are greater within Westminster.)</p>	

SECTION 3: ASSESSING THE IMPACT

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

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

	<p>Ethnicity:</p> <ul style="list-style-type: none"> ▪ The City Council closely monitors access to supported housing services to ensure that systems do not discriminate on the groups of ethnicity. ▪ The analysis of the CHAIN database and contract monitoring of each service shows that people from a range of different ethnic groups are accessing supported housing and this will continued to be monitored to ensure this continues <p>Disability:</p> <p>Generally the support needs of the residents accessing services is high but through on-going scheme monitoring we have determined that there are other schemes which are fully able to meet the needs of those who have disabilities</p>
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SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	<p>Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>								
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <p>The remodelling of services to deliver savings has been part of an ongoing programme of service reviews as highlighted in previous EIA's and the commissioning structures in place mitigate against negative impacts from the changes being delivered.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; background-color: #f4a460;">Column A – Issues or barriers, things to take into account</th><th style="width: 50%; background-color: #f4a460;">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>Changes to housing related support services for the vulnerable do impact on a wide range of different vulnerable people across all protected groups. Changes to services will impact on the wider housing pathway for each group.</td><td>On-going assessment of the impact of changes to the vulnerable housing pathways is required through the existing commissioning and user involvement structures across each area.</td></tr> <tr> <td>Ensure that the equalities data used is the most up to date available.</td><td>Ensure the 2016/17 full year CHAIN data is used to inform commissioning decisions (and to compare to previous year's take-up of services)</td></tr> <tr> <td style="height: 40px;"></td><td></td></tr> </tbody> </table>	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	Changes to housing related support services for the vulnerable do impact on a wide range of different vulnerable people across all protected groups. Changes to services will impact on the wider housing pathway for each group.	On-going assessment of the impact of changes to the vulnerable housing pathways is required through the existing commissioning and user involvement structures across each area.	Ensure that the equalities data used is the most up to date available.	Ensure the 2016/17 full year CHAIN data is used to inform commissioning decisions (and to compare to previous year's take-up of services)		
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?		
	<input checked="" type="checkbox"/>	1. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.
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	<input type="checkbox"/>	4. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.
4.3	Please document the reasons for your decision		
	<p>There is no unlawful discrimination, there is a commitment to improving the range and quality of service provision and the impact will be in relation to improving the efficiency of services. The City Council has a strong track record in reducing levels of resources in this area whilst maintain and improving service outcomes and delivering housing pathways for the vulnerable.</p> <p>On-going assessment and monitoring of services and needs data using existing commissioning and user involvement structures are in place across each area. Equalities and needs data will also be reviewed to inform commissioning decisions.</p>		

SECTION 5: ACTION PLAN

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

5.1

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

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

NB. Add any additional rows, if required.

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT: Housing and Regeneration.....

EMAIL & TELEPHONE EXT:

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

WHAT NEXT?

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

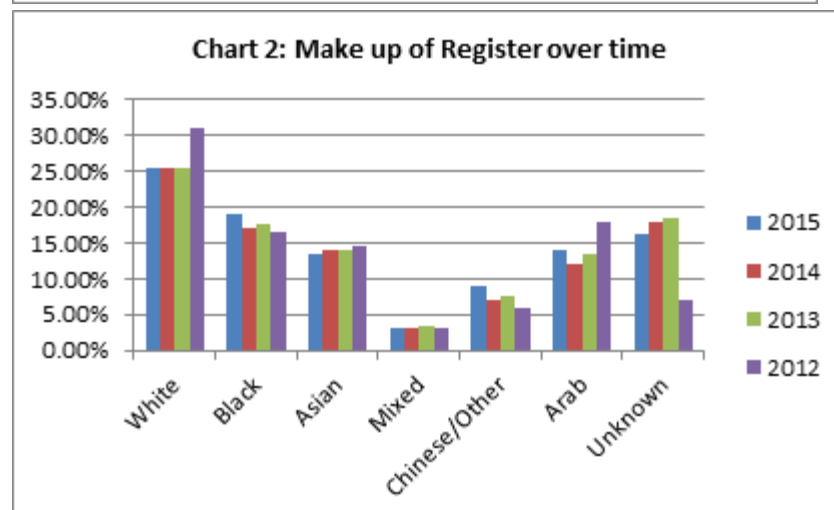
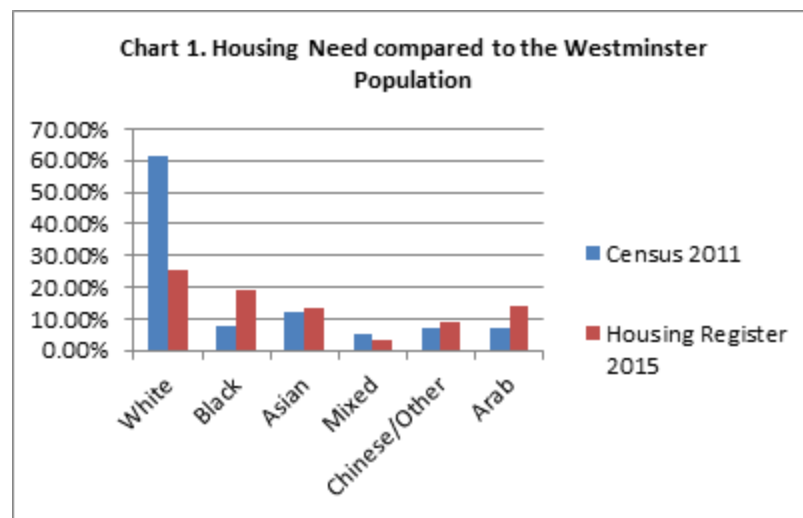
SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal															
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Age</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Disability</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Gender</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Race</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Religion or belief</td> <td>See below for analysis of service use</td> </tr> <tr> <td>Sexual orientation</td> <td>See below for analysis of service use</td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?	See below for analysis of service use	Age	See below for analysis of service use	Disability	See below for analysis of service use	Gender	See below for analysis of service use	Race	See below for analysis of service use	Religion or belief	See below for analysis of service use	Sexual orientation	See below for analysis of service use	
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Demand for housing in 2015

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

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

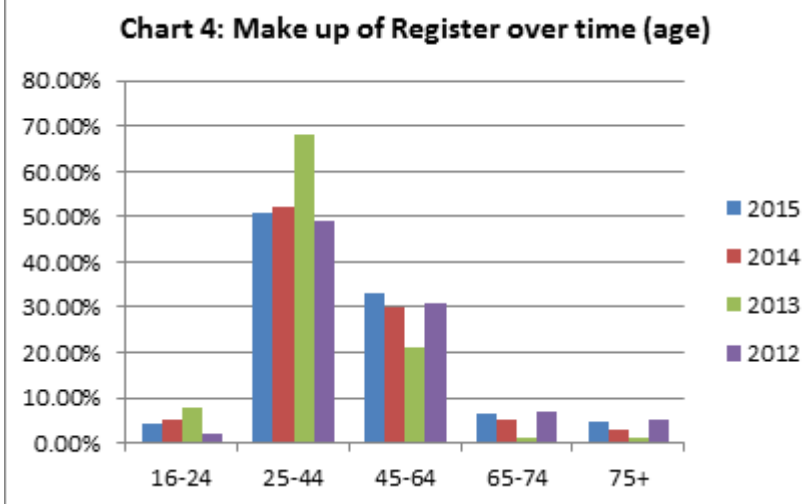
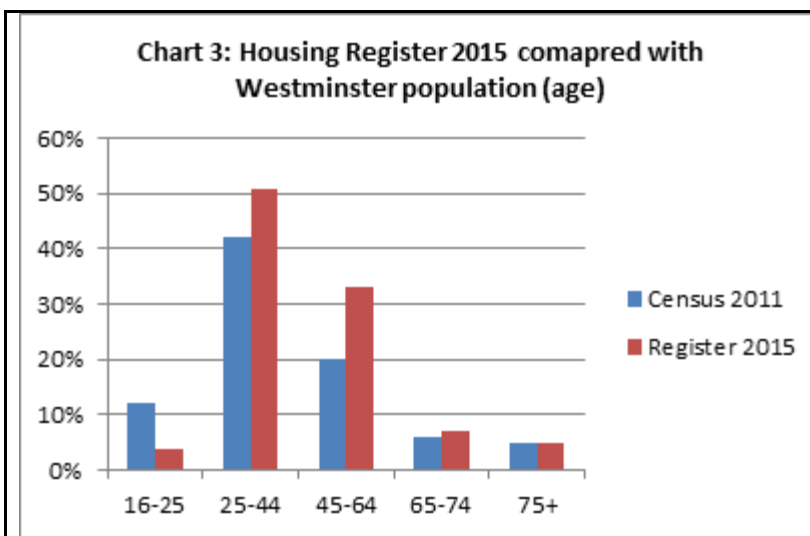


The profile of the register has changed over time – most notably the proportion of White households has fallen. In 2012 these households made up 31% of the register compared with 25% in 2015. The proportion of households with an Unknown ethnic origin rose in 2013 but has seen a gradual reduction in 2014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

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

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

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



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

	<p>2.2 Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>	
	<p>The above information in 2.1 shows that customers that will benefit from the purchase of properties are more likely to:</p> <ul style="list-style-type: none"> • Be from an ethnic minority background • Be between the ages of 25 – 44 (the age group more likely to have children) • Have children • Be single parents • Have a mental health issue • Have low incomes 	
	<p>2.3 Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	
	<p><i>The analysis in 2.1</i> shows that customers that will benefit from the purchase of properties are less likely to:</p> <ul style="list-style-type: none"> • Be younger people • Be people from a White ethnic background 	

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	<i>No</i>
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	<i>As above</i>

SECTION 3: ASSESSING THE IMPACT

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

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).														
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" data-bbox="264 685 1546 1200"> <thead> <tr> <th data-bbox="264 685 748 831">Column A – Issues or barriers, things to take into account</th><th data-bbox="748 685 1546 831">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th></tr> </thead> <tbody> <tr> <td data-bbox="264 831 748 920"></td><td data-bbox="748 831 1546 920"></td></tr> <tr> <td data-bbox="264 920 748 1010"></td><td data-bbox="748 920 1546 1010"></td></tr> <tr> <td data-bbox="264 1010 748 1099"></td><td data-bbox="748 1010 1546 1099"></td></tr> <tr> <td data-bbox="264 1099 748 1200"><i>Enter additional rows if require</i></td><td data-bbox="748 1099 1546 1200"></td></tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).							<i>Enter additional rows if require</i>			
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4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?														
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4.3	Please document the reasons for your decision														

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Barbara Brownlee

FULL NAME: Barbara Brownlee

UNIT: GPH – Housing and Regeneration

EMAIL & TELEPHONE EXT: 02076415949

DATE : 09/08/17

WHAT NEXT?

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: Martin Edgerton

FULL NAME: Martin Edgerton

UNIT: City West Homes

EMAIL & TELEPHONE EXT: 0207 245 2022

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

WHAT NEXT?

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

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

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

Version number and date of update

V1 03/08/17

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

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

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

1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
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1.3	Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal				
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>				
1.4	How have you come to this decision?				
	The projects will not disproportionately impact on groups as per responses to 1.2 and 1.3				

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 						
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2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
	No	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	No	

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

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

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

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

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
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SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

WHAT NEXT?

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

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

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

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

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

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	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
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	<p>By assessing responses in 1.1, 1.2</p> <p>There is no negative impact identified.</p>

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

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

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

WHAT NEXT?

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

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

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

Title

6.11 Better working in our neighbourhoods

What are you analysing?

- What is the purpose of the policy/project/activity/strategy?
- In what context will it operate?
- Who is it intended to benefit?
- What results are intended?
- Why is it needed?

1. Background

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

2. Aim and vision

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

3. Objectives

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

4. Overview of proposed changes

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

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

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

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

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

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

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

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

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

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

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

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

5. Impact on service delivery

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

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

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

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

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

Details of the lead person completing the screening/EIA

(i) Full Name: Richard Barker

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

(iii) Unit: City Management and Communities

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

Date sent to Equalities@westminster.gov.uk

Version number and date of update

- v.0.3 10th August 2017

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td> <td>At this emergent stage in the project, it is not possible to provide a baseline of data as the services which will be in scope have not yet been determined. This will be provided in a subsequent EIA once the programme is more evolved.</td> </tr> <tr> <td>Age</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> </tr> <tr> <td>Gender</td> <td></td> </tr> <tr> <td>Race</td> <td></td> </tr> <tr> <td>Religion or belief</td> <td></td> </tr> <tr> <td>Sexual orientation</td> <td></td> </tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?	At this emergent stage in the project, it is not possible to provide a baseline of data as the services which will be in scope have not yet been determined. This will be provided in a subsequent EIA once the programme is more evolved.	Age		Disability		Gender		Race		Religion or belief		Sexual orientation		
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<i>Formal consultation has not been required.</i>
3.2	What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	<i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i>

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1"> <thead> <tr> <th data-bbox="264 689 748 835">Column A – Issues or barriers, things to take into account</th><th data-bbox="748 689 1530 835">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th></tr> </thead> <tbody> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr> <td colspan="2"><i>Enter additional rows if require</i></td></tr> </tbody> </table>	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).													<i>Enter additional rows if require</i>	
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4.3	Please document the reasons for your decision
	<p>As previously noted, it is not anticipated that this programme of work will result in significant changes to the services but seeks to promote more effective, efficient and accessible ways of delivering services, at a neighbourhood level.</p>

SECTION 5: ACTION PLAN

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

5.1	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME: Richard Barker

UNIT: City Management & Communities

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

DATE (DD/MM/YYYY): 9/8/17

WHAT NEXT?

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).														
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" data-bbox="264 692 1525 1388"> <thead> <tr> <th data-bbox="264 692 748 837">Column A – Issues or barriers, things to take into account</th><th data-bbox="756 692 1525 837">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th></tr> </thead> <tbody> <tr><td data-bbox="264 837 748 927"></td><td data-bbox="756 837 1525 927"></td></tr> <tr><td data-bbox="264 927 748 1016"></td><td data-bbox="756 927 1525 1016"></td></tr> <tr><td data-bbox="264 1016 748 1106"></td><td data-bbox="756 1016 1525 1106"></td></tr> <tr><td data-bbox="264 1106 748 1196"></td><td data-bbox="756 1106 1525 1196"></td></tr> <tr><td data-bbox="264 1196 748 1285"></td><td data-bbox="756 1196 1525 1285"></td></tr> <tr><td data-bbox="264 1285 748 1388"><i>Enter additional rows if require</i></td><td data-bbox="756 1285 1525 1388"></td></tr> </tbody> </table>	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).											<i>Enter additional rows if require</i>	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

WHAT NEXT?

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

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal								
	<ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 								
	<table border="1"> <tr> <td>How many people use the service currently? What is this as a % of Westminster's population?</td><td rowspan="6"> <p>The Council's portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.</p> <p>Appendix 1 provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council's leisure centres by gender and ethnicity.</p> </td></tr> <tr><td>Age</td></tr> <tr><td>Disability</td></tr> <tr><td>Gender</td></tr> <tr><td>Race</td></tr> <tr><td>Religion or belief</td></tr> </table>	How many people use the service currently? What is this as a % of Westminster's population?	<p>The Council's portfolio of sports and leisure facilities attract over 3.5 million visits per annum. The services are universal in their nature the activities and programmes promoted seek to attract the whole community.</p> <p>Appendix 1 provides a summary of participation levels in sport and physical activity in Westminster including a breakdown of key groups and also includes data and a breakdown of members from the Council's leisure centres by gender and ethnicity.</p>	Age	Disability	Gender	Race	Religion or belief	
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Race									
Religion or belief									

	Sexual orientation	
2.2	Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>	
	<p><i>If yes, provide details.</i></p> <p>Generally participation levels in Westminster are higher than the London and national average figures and participation by some equality groups (e.g. women and those from Black and Minority Ethnic backgrounds) is higher than the London average.</p>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<p><i>If yes, provide details.</i></p> <p>Overall, and recognising the limitations of the data available, there is a reasonable representation relative to the size of the population and relative to the London wide and national comparators.</p>	

SECTION 3: ASSESSING THE IMPACT

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

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

		<p>much improve the quality of the offer for users with disabilities. There will also be dedicated disabled parking and a drop off and pick up area at the new sports centre. The development of basketball and boxing at the new centre will be important for engagement with hard to reach younger people who are normally reached via estates based programming (over 130 free hours offered across Westminster each week) and free to access activity on outdoor Multiple Use Games Areas (MUGAs) which will be enhanced by the upgrading of the facilities at nearby Queens Park Gardens.</p> <p>This is a project which the ActiveWestminster Board, Sport England and local clubs support. In addition the new centre (managed by an operator on the Council's behalf) will be able to offer a much more comprehensive programme of activities for these groups and will work with clubs and organisations through ActiveWestminster to ensure that the all Westminster residents can benefit from the improvements. It is anticipated that usage of the new facility will be significantly higher than that for the existing facilities combined.</p>												
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4.3	Please document the reasons for your decision
	<p>As noted earlier it is not felt that there are any impacts on people who share a protected characteristic as:</p> <ul style="list-style-type: none"> • Given the universal nature of the services being delivered (ie they are open to the whole community) and as many of the services will continue to be delivered to at least the same standard (and under a specification and contract for services) by an external partner(s), • It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change. • The overall offer for sports and leisure services will increase and improve as a result of the 2 key activities detailed in this EIA which will benefit the whole community, including protected groups.

SECTION 5: ACTION PLAN

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

5.1

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

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

NB. Add any additional rows, if required.

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

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

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	<p>Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</p> <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 														
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>														
	<p><i>If yes, provide details.</i></p>														

2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>
	<i>If yes, provide details.</i>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).																
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" data-bbox="264 685 1528 1384"> <thead> <tr> <th data-bbox="264 685 748 831">Column A – Issues or barriers, things to take into account</th><th data-bbox="751 685 1528 831">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th></tr> </thead> <tbody> <tr><td data-bbox="264 835 748 920"></td><td data-bbox="751 835 1528 920"></td></tr> <tr><td data-bbox="264 925 748 1010"></td><td data-bbox="751 925 1528 1010"></td></tr> <tr><td data-bbox="264 1014 748 1099"></td><td data-bbox="751 1014 1528 1099"></td></tr> <tr><td data-bbox="264 1104 748 1189"></td><td data-bbox="751 1104 1528 1189"></td></tr> <tr><td data-bbox="264 1193 748 1279"></td><td data-bbox="751 1193 1528 1279"></td></tr> <tr><td data-bbox="264 1283 748 1368"><i>Enter additional rows if require</i></td><td data-bbox="751 1283 1528 1368"></td></tr> </tbody> </table>			Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).											<i>Enter additional rows if require</i>	
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5.1	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

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Title
7.16 Libraries & Archives – additional commercial activity £50,000
What are you analysing?
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<ul style="list-style-type: none"> • This project proposes to generate an additional £50,000 of income through extending commercial activity in libraries • Although the core service is free at point of use, libraries already raise income through charges levied on overdue books, and for the hire of DVDs and CDs, together with room hire and copy/print charges. However, some of these are in longterm decline due to channel shift – for example e-books cannot be overdue, so there is no income potential compared to printed items • Libraries need to find new and sustainable ways to generate income which will protect the core service but also be complementary to the library space, providing additional “added value” services for customers • Some quick wins – smallscale, easily implemented – have already been introduced eg coffee vending, Amazon lockers and it is proposed to build on these while adding some larger scale services • Examples include retail points of sale selling merchandise and co-working hubs for microbusinesses and start ups. The exact range and nature will depend on the varied library spaces available and suitability/ROI assessments • This project is necessary as an alternative to reducing library budgets and potentially reducing opening hours
Details of the lead person completing the screening/EIA
(v) Full Name: Mike Clarke
(ii) Position: Director of Libraries & Culture
(iii) Unit: Libraries & Culture
(iv) Contact Details: x2199
Date sent to Equalities@westminster.gov.uk
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1.3	Using the screening information in questions 1.1 and 1.2, should a full EIA be carried out on the project, policy or proposal
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	How have you come to this decision?
	Introducing additional commercial activity should not disadvantage any group and will provide advantages to all of a sustainable service and more reasons to visit a library, potentially growing use. Any new services introduced will be carefully managed to make use of under-utilised space or will replace unused or outmoded facilities. This should provide a positive change for all library users and attract new users not currently engaging with library services.

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

WHAT NEXT?

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

3.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 								
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	<p><i>If yes, provide details.</i></p> <p>Generally participation levels in Westminster are higher than the London and national average figures and participation by some equality groups (e.g. women and those from Black and Minority Ethnic backgrounds) is higher than the London average.</p>	
2.3	Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>	
	<p><i>If yes, provide details.</i></p> <p>Overall, and recognising the limitations of the data available, there is a reasonable representation relative to the size of the population and relative to the London wide and national comparators.</p>	

SECTION 3: ASSESSING THE IMPACT

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p><i>It is helpful to identify whether you have conducted any consultations for your proposal, in some cases a statutory consultation is required. If your proposal has not required a consultation, please highlight this here. Consultations will help you identify what the potential impact of your proposal might be.</i></p> <p>As it is note anticipated that there will be a significant change to the services provided for users, there has not been any consultation undertaken for these proposals.</p>
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SECTION 4: REDUCING & MITIGATING IMPACT

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

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4.3	Please document the reasons for your decision												
	<p>As noted earlier it is not felt that there are any impacts on people who share a protected characteristic as:</p> <ul style="list-style-type: none"> Given the universal nature of the services being delivered (ie they are open to the whole community) It is not felt that either of the activities above will impact on any group more than others or that the opportunity to access services will change. The overall offer for sports and leisure services will remain unchanged 												

SECTION 5: ACTION PLAN

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

5.1

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

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

NB. Add any additional rows, if required.

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

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

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

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

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

Title

7.21 CMC Controllable Spend Review

What are you analysing?

- What is the purpose of the policy/project/activity/strategy?
- In what context will it operate?
- Who is it intended to benefit?
- What results are intended?
- Why is it needed?

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).														
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p> <table border="1" data-bbox="264 685 1530 1384"> <thead> <tr> <th data-bbox="264 685 748 831">Column A – Issues or barriers, things to take into account</th><th data-bbox="748 685 1530 831">Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</th></tr> </thead> <tbody> <tr><td data-bbox="264 831 748 920"></td><td data-bbox="748 831 1530 920"></td></tr> <tr><td data-bbox="264 920 748 1010"></td><td data-bbox="748 920 1530 1010"></td></tr> <tr><td data-bbox="264 1010 748 1099"></td><td data-bbox="748 1010 1530 1099"></td></tr> <tr><td data-bbox="264 1099 748 1189"></td><td data-bbox="748 1099 1530 1189"></td></tr> <tr><td data-bbox="264 1189 748 1279"></td><td data-bbox="748 1189 1530 1279"></td></tr> <tr><td data-bbox="264 1279 748 1384"><i>Enter additional rows if require</i></td><td data-bbox="748 1279 1530 1384"></td></tr> </tbody> </table>	Column A – Issues or barriers, things to take into account	Column B – what changes can be made to remove or reduce barriers or negative impacts (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).											<i>Enter additional rows if require</i>	
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4.3	Please document the reasons for your decision

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:

FULL NAME:

UNIT:

EMAIL & TELEPHONE EXT:

DATE (DD/MM/YYYY):

WHAT NEXT?

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

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

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

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

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

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

1.1	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	If the answer is “negative” or “unclear” consider doing a full EIA				
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	If the answer is “significant” consider doing a full EIA				

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>No</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>No, not relevant</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

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

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE:



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

UNIT: City Treasurers, Commercial & Financial Management

EMAIL & TELEPHONE EXT: smuldoon@westminster.gov.uk x3686

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

WHAT NEXT?

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

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

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

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

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

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

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>A baseline of data is available here</i> 															
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2.2	<p>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i></p>
	<p><i>If yes, provide details.</i></p>
2.3	<p>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>
	<p><i>If yes, provide details.</i></p>

SECTION 3: ASSESSING THE IMPACT

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

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

SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

5.1	<p>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</p> <p><i>Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.</i></p> <p>NB. Add any additional rows, if required.</p>						
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THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: John Walker.....

FULL NAME: John Walker.....

UNIT: Development Planning

EMAIL & TELEPHONE EXT: 020 7641 2519.....

DATE (DD/MM/YYYY): 02/08/2017

WHAT NEXT?

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

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

Title
9.10 Planning Performance Agreements
<p>What are you analysing?</p> <ul style="list-style-type: none"> • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • Who is it intended to benefit? • What results are intended? • Why is it needed?
<p>Planning Performance Agreements (PPAs) are an agreement reached between a developer and the authority over the timescales for determining their planning applications. Normally these agreements are only used for large scale planning applications.</p> <p>Despite increasing the range of services covered by this initiative in 2016, there has been no increase in fee level charges since the introduction of PPA's in 2014. This proposal therefore aims to raise the basic charge for a Major Application from £26k to £36k.</p>
Details of the lead person completing the screening/EIA
<p>(ix) Full Name: John Walker</p> <p>(ii) Position: Director of Planning</p> <p>(iii) Unit: Development Planning</p> <p>(iii) Contact Details: 020 7641 2524</p>
Date sent to Equalities@westminster.gov.uk
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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.

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

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

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
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SECTION 4: REDUCING & MITIGATING IMPACT

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

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

SECTION 5: ACTION PLAN

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

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

SIGNATURE: John Walker.....

FULL NAME: John Walker.....

UNIT: Development Planning

EMAIL & TELEPHONE EXT: 020 7641 2519.....

DATE (DD/MM/YYYY): 02/08/2017

WHAT NEXT?

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

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

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

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

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

1.1	Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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1.2	What do you think that the overall NEGATIVE impact on groups and communities will be?				
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	If the answer is “significant” consider doing a full EIA				

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

EQUALITY IMPACT ASSESSMENT

SECTION 2: BUILDING AN EVIDENCE BASE

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

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

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SIGNATURE: John Walker.....

FULL NAME: John Walker.....

UNIT: Development Planning

EMAIL & TELEPHONE EXT: 020 7641 2519.....

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WHAT NEXT?

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

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