



City of Westminster

# Agenda

## **Budget and Performance Task Group**

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

**Date / Time**

**18:30, Wednesday 26<sup>th</sup> September 2018**

**Location**

Room 3.6/7, 5 Strand

**Contact**

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[ahardy1@westminster.gov.uk](mailto:ahardy1@westminster.gov.uk)

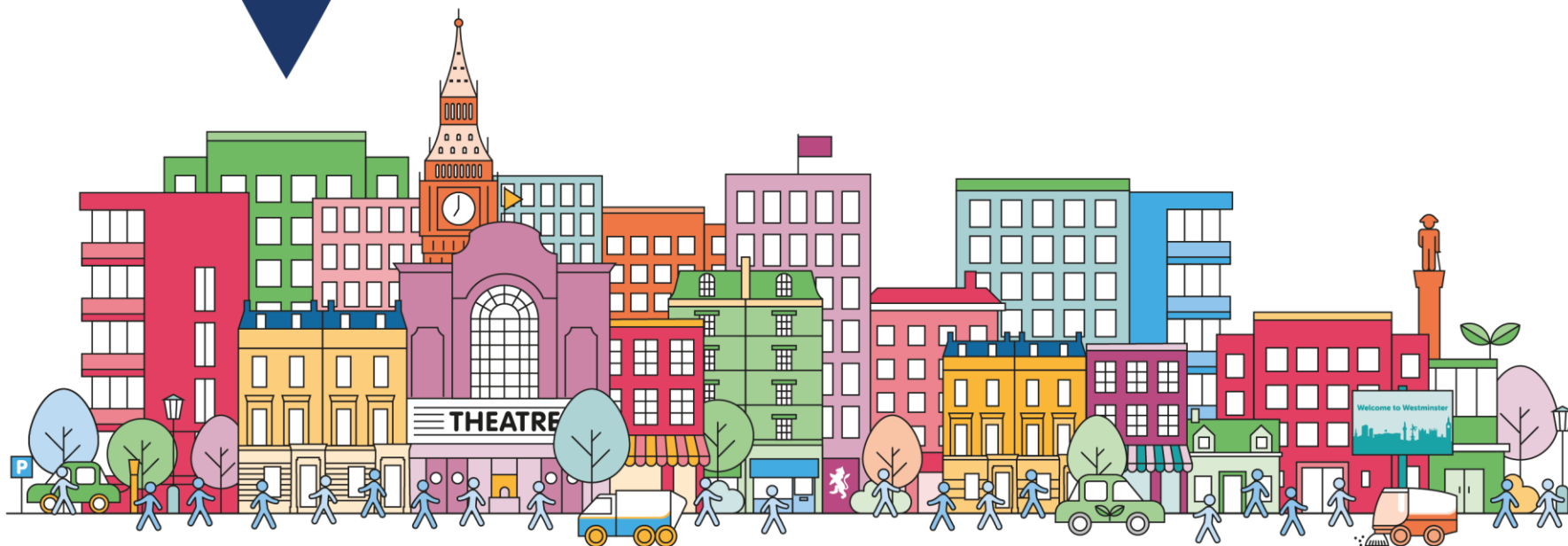
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- |               |                                  |                    |
|---------------|----------------------------------|--------------------|
| <b>Item 1</b> | <b>Welcome &amp; Apologies</b>   | Cllr Melvyn Caplan |
| <b>Item 2</b> | <b>Declarations of Interest</b>  | Cllr Melvyn Caplan |
| <b>Item 3</b> | <b>The 2019/20 Budget</b>        |                    |
|               | (a) 2019/20 Budget Overview      | Steve Mair         |
|               | (b) Adult Social Care            | Bernie Flaherty    |
|               | (c) Public Health                | Bernie Flaherty    |
|               | (d) Children's Services          | Melissa Caslake    |
|               | (e) Growth, Planning and Housing | Barbara Brownlee   |
|               | (f) Housing Revenue Account      | Barbara Brownlee   |

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# Budget and Performance Task Group

26<sup>th</sup> September 2018

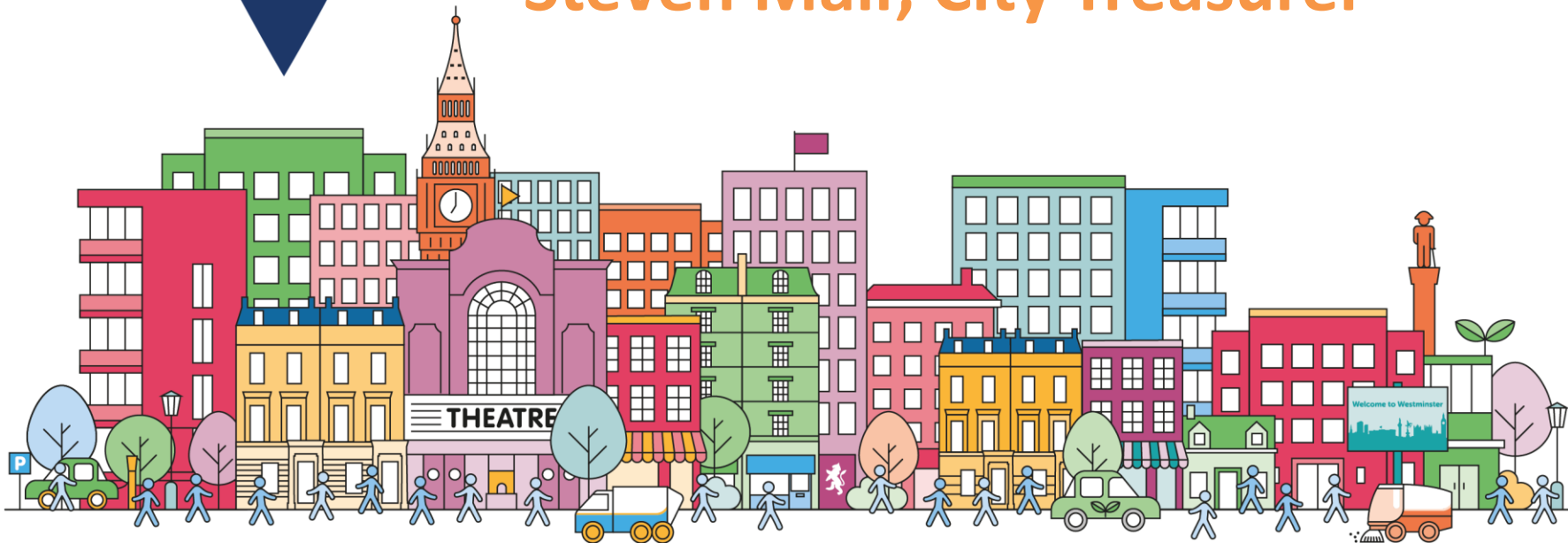




# Budget and Performance Task Group

## 2019/20 Budget Overview

Steven Mair, City Treasurer



## Executive Summary

- £26.3m estimated net savings target set for General Fund budget in 2019/20, subject to funding settlement announcements made by the Government in December 2018
- 2018/19 savings were fully identified and the budget balanced.
- 2019/20 net savings requirement of £26.3m has been identified and the projected budget gap balanced. This is comprised of gross savings of £35.848m offset by pressures of £9.548m.
- £170m of gross savings delivered between 2015 and 2019
- Further savings will be required in future years due to anticipation of continued reductions in government funding, new legislative requirements, service delivery pressures, inflation on staff costs and contracts



## ***Executive Summary***

- Provisional settlement in December 2018.
- Final settlement expected in January/February 2019, which will confirm all grant amounts and funding levels from the settlement.
- We also have to generate efficiencies to fund for example:
  - Demographic pressures
  - Contract and salary inflation
  - Changing service demand priorities
  - Pensions pressures
- 2019/20 is the final year of a four year funding settlement.
- From 2020/21 the Fair Funding Review will change the funding criteria for councils



## ***Executive Summary – Directorate Presentations***

- Slides presented by Executive Directors cover the following:
  - Service issues faced
  - Revenue savings, pressures for 2019/20
  - Consultation status on 2019/20 saving proposals
  - Confirmation where a full EIA has been identified as required
  - There are 4 full EIAs required this year for the proposed initiatives, for which an additional paper has been provided to scrutiny. Tables are annotated to indicate where a full EIA has been identified.



## ***Executive Summary – EIAs***

- As part of the budget setting process, each budget proposal needs to be assessed to determine whether an Equalities Impact Assessment has to undertaken.
- All proposals have undergone an initial assessment, which has been documented
- All initial assessments have been reviewed and challenged where appropriate, including a process of independent review.
- 4 proposals have been assessed as needing a full EIA. A document setting these out can be found within the papers for this meeting.
- EIAs need to be kept under review as plans progress.
- The identification of an adverse impact on any particular group does not mean that a proposal should not proceed, rather that it is identified and considered before making the final decision to proceed.





## Executive Summary – Savings by Directorate

Directorate	2019/20 Savings £m
City Management and Communities	4.794
Growth, Planning and Housing	3.971
Adult Services	5.101
Children's Services	0.846
Policy, Performance and Communications	0.222
Corporate Services	0.297
City Treasurer's	20.617
<b>TOTAL</b>	<b>35.848</b>





# Budget and Performance Task Group

## Adult Social Care

**Bernie Flaherty, Executive Director**



## ***Executive Summary***

- In 2018/19 Adult Social Care was allocated a gross controllable expenditure budget of £122.729m and a gross income budget of £64.964m (net controllable budget £57.765m)
- The projected outturn variance for 2018/19 as at P4 is an underspend of £0.019m to a budget of £57.765m.
- The budget envelope for 2019/20 contains pressures of £1.890m
- The directorate has identified efficiencies and financing proposals totalling £5.101m



## 2019/20 Key Issues

- Demographic growth and an increasingly ageing population
- Increase in acuity and complexity of needs
- Workforce challenges, pressures and increasing costs due to the introduction of the living wage
- Customer journey and service re-design
- Fragile state of the care market
- Focusing on preventative activities including cross-council focus
- NHS pressures including an increase in rapid discharges from hospital placing additional pressures on homecare



## Adults Social Care Budget 2018/19

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

Service Area	Income £m	Expenditure £m	Net Budget £m
Assistive Equipment and Technology	(1.294)	2.123	0.829
Commissioning and Service Delivery	(1.959)	8.910	6.951
Information and Early Intervention	(1.697)	1.582	(0.115)
Costs of Assessment and Care Management Process	(4.528)	11.997	7.469
Learning Disability Support	(13.617)	25.849	12.232
Mental Health Support	(4.815)	11.026	6.211
Physical Support	(33.496)	50.837	17.341
Sensory Support	(0.022)	0.090	0.068
Social Support	-	0.887	0.887
Support with Memory and Cognition	(3.536)	9.428	5.892
<b>TOTAL BUDGET 2018/19</b>	<b>(64.964)</b>	<b>122.729</b>	<b>57.765</b>



# 2019/20 Efficiencies and Financing Proposals (1)

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

**Review of Contracts (£0.250m):** Strategic review of contracts across Adult Social Care to identify opportunities as part of the recommissioning cycle to deliver efficiencies.

**Promoting independence (£0.300m):** A focus on helping people to remain as independent for as long as possible. This includes helping them remain in their own homes where suitable.

**Bi - borough Process and Policy Review (£0.200m):** Reviewing of Adult Social Care processes and policies including raising staff awareness.

**Improved Market Management (£0.500m):** Managing and shaping the market to ensure that we achieve greater value for money from providers.

**Adult Social Care Levy (Precept) (£1.023m):** Introduction of the discretionary additional council tax charge 'the adult social care precept' from 2016/17 which is to be used on a ring-fenced basis to support delivery of adult social care services.

**Increase in iBCF Grant (£2.828m):** This represents part of the increase over and above the 2018/19 allocation of the improved better care fund grant which will fund MTP reductions in the ASC Placements budget. This is in the context of ensuring that the local social care provider market is supported.



## 2019/20 Efficiencies and Financing Proposals (2)

The directorate is proposing a series of initiatives to support balancing the 2019/20 budget. These total £5.101 million.

Reference	Key Initiatives (section 1 of 1)	£m
3.20 (EIA)	Review of Contracts	0.250
3.21	Promoting Independence	0.300
3.26	Process and Policy Review	0.200
3.30	Improved Market Management	0.500
3.35	Adult Social Care Levy (Precept)	1.023
3.38	Use of iBCF Grant to Fund Placements Budget	2.828
<b>Total</b>		<b>5.101</b>



## 2019/20 Budget Growth Pressures (1)

Estimated Pressures	£m
Demographic Pressures	0.561
Children with learning disabilities transitioning into adults services	0.624
Complexity & Acuity pressures on Adult Social Care Budgets	0.705
<b>TOTAL</b>	<b>1.890</b>





## 2019/20 Budget Growth Pressures (2)

**Demographic Pressures (£0.561m):** Caused by a growing population and people living longer, calculated as 1.47% of the Adults' placement budgets.

**Children with Learning Disabilities Transitioning into Adults Services (£0.624m):** First year costs of children with disabilities becoming Adult Social Care customers partway through the year and the full year impact of second year transition.

**Complexity and Acuity Pressures (£0.705m):** People are living longer and their care needs in old age are becoming more complex.



# Adults Social Care Budget 2019/20

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

Service Area	Income £m	Expenditure £m	Net Budget £m
Assistive Equipment and Technology	(1.294)	2.123	0.829
Commissioning and Service Delivery	(1.959)	8.910	6.951
Information and Early Intervention	(1.697)	1.582	(0.115)
Costs of Assessment and Care Management Process	(4.528)	11.997	7.469
Learning Disability Support	(15.264)	25.807	10.543
Mental Health Support	(4.815)	11.026	6.211
Physical Support	(35.700)	51.519	15.819
Sensory Support	(0.022)	0.090	0.068
Social Support	-	0.887	0.887
Support with Memory and Cognition	(3.536)	9.428	5.892
<b>TOTAL BUDGET 2019/20</b>	<b>(68.815)</b>	<b>123.369</b>	<b>54.554</b>



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

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

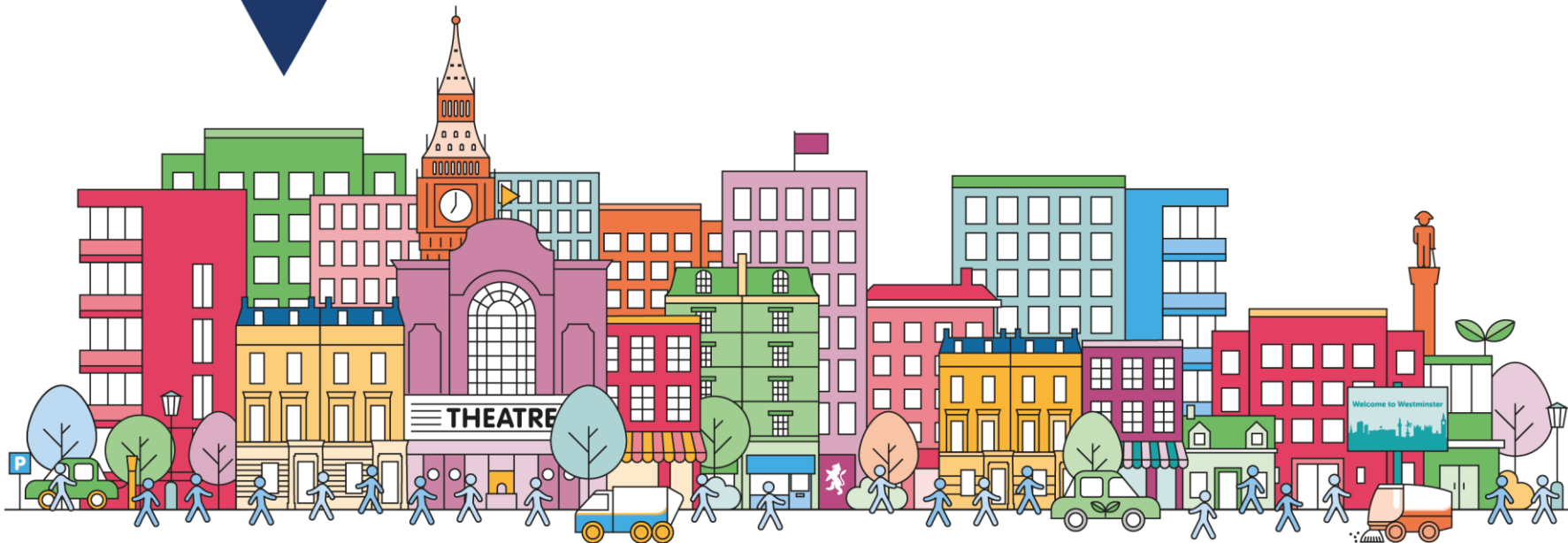




# Budget and Performance Task Group

## Public Health

**Bernie Flaherty, Executive Director**



## Executive Summary

- In 2018/19 Public Health received a grant income of £31.250m out of which we are required to transfer £0.791m to the CCG for dietetics services retained by the NHS.
- The budget for 2018/19 is £32.274m utilising £1.024m from the Public Health reserve.
- The 2019/20 budget assumes full use of the grant of £30.425m. The level of grant will reduce by £0.825m (2.6%) when compared with 2018/19.
- Efficiencies of £1.8m are planned for 2019/20 in order to mitigate pressures and remain within the grant.
- The 2019/20 budget will be supported by drawing down £1.455m from the PH reserve, leaving a reserve carried forward of £3.812m.



## 2019/20 Key Issues

- The Department of Health has announced continued reductions to the grant funding for Public Health.
- Reprioritisation of funding to acknowledge Public Health outcomes delivered elsewhere in the Council.
- Mandated responsibility to manage health protection emergencies that may arise.
- Re-procurement of large contracts to better address the Public Health requirements in Westminster.
- Reserves built up from previous years are being used to balance the budget.



## Public Health Budget 2018/19

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

Service Area	Income £m	Expenditure £m	Net Budget £m
Department of Health Grant	(31.250)	0	(31.250)
S113 Income	(2.871)	0	(2.871)
Dietetics funding return to NHS	0.791	0	0.791
Commissioned services	0	20.377	20.377
PH Investment Fund	0	9.050	9.050
Salaries and overheads	0	3.743	3.743
Corporate recharges	0	1.184	1.184
Transfers from reserves	(1.024)	0	(1.024)
<b>TOTAL Service Budget 2017/18</b>	<b>(34.354)</b>	<b>34.354</b>	<b>0</b>



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

**Procurement and commissioning (£1.251m):** Several contracts will be combined and an efficiency generated through reduced overheads and lower pricing than individual lots. Larger pan-London procurements are also reshaping services across London to improve the service to our residents and generate savings.

**Reducing demand and better sign-posting (£0.117m):** For some budgets, the anticipation of a higher level of demand has not materialised, leading to budget reductions and therefore savings. In other cases, existing contracts have been varied to boost capacity where similar contracts have ended.

**Ending of time-limited contracts (£0.440m):** Time-limited contracts are being allowed to expire, in addition to ending smaller service contracts that can be incorporated into similar, larger service contracts.





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

Public Health is therefore proposing to make the following savings to reduce the overall cost of the service:

Reference	Key Initiatives	£m
PH1	Procurement and commissioning	1.251
PH2	Reducing demand and better sign-posting	0.117
PH3	Ending of time-limited contracts	0.440
	<b>Total</b>	<b>1.808</b>



## 2019/20 Budget Pressures

Estimated Pressures	£m
Reduction in grant funding	0.804
Staffing budget impact of moving to bi-borough working	0.200
Increased prioritisation to health outcomes across the Council	1.205
<b>TOTAL</b>	<b>2.209</b>

**Reduction in grant funding (£0.804m)** - the Government has confirmed a continuation of the 2.6% reduction in funding to the Public Health grant.

**Staffing budget impact of moving to bi-borough working (£0.200m)** - the result of transferring to a bi-borough operating model within Public Health leads to an increased overall cost for the service.

**Increased prioritisation to health outcomes across the Council (£1.205m)** - the increase in contributions from the Public Health grant into other council services where Public Health outcomes are being delivered.



## Public Health Budget 2019/20

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

Service Area	Income £m	Expenditure £m	Net Budget £m
Department of Health Grant	(30.425)	0	(30.425)
S113 Income	(1.376)	0	(1.376)
Dietetics funding return to NHS	0.770	0	0.770
Commissioned services	0	18.569	18.569
PH Investment Fund	0	10.255	10.255
Salaries and Overheads	0	2.448	2.448
Corporate recharges	0	1.184	1.184
Transfers to/(from) reserves	(1.425)	0	(1.425)
<b>TOTAL Service Budget 2019/20</b>	<b>(32.456)</b>	<b>32.456</b>	<b>0</b>



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

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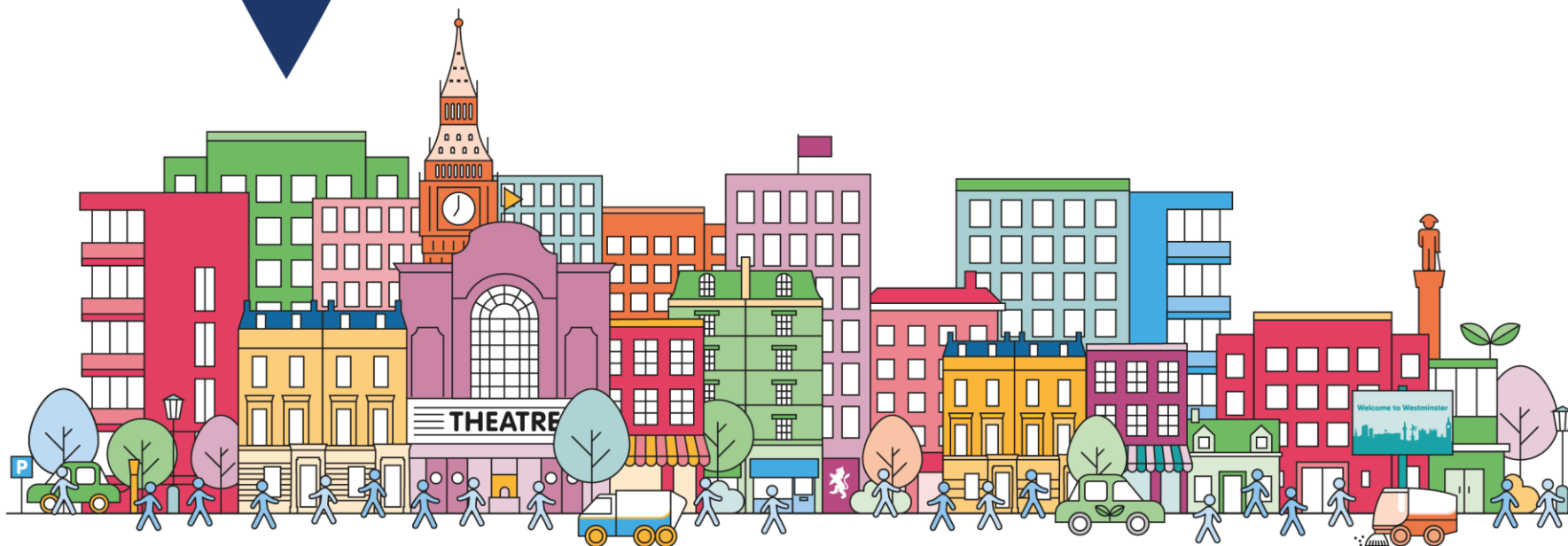
*There are no public consultations planned on any 2019/20 proposals*



# Budget and Performance Task Group

## Children's Services

Melissa Caslake, Executive Director



## ***Executive Summary***

- In 2018/19 Children's Services was allocated a gross controllable expenditure budget of £134.985m and a gross income budget of £106.228m (net controllable budget £28.757m)
- The projected outturn variance for 2018/19 is a £2.120m overspend
- The budget envelope for 2019/20 contains pressures of £1.438m
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £0.846m



## 2019/20 Key Issues (1)

Increased demand for services, including:

- Greater awareness of “Staying Put” rights for children leaving care in the Children's and Families' Act 2014.
- Unaccompanied Asylum Seeking Children becoming care leavers.
- The Children and Social Work Act 2017 providing a statutory duty on the authority to provide support to care leavers until the age of 25.

Constrained financial position of partners in the care pathway and potential for changes in cost sharing arrangements.



## 2019/20 Key Issues (2)

- School organisation – spare places and viability of schools with falling rolls.
- National Funding Formula and funding pressures for schools and for pupils with special educational needs (SEN)
- Cost pressures in schools reducing capacity to purchase Council traded services.
- Increasing demand for education, health and care plans (EHCPs)





## Children's Services Budget 2018/19

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

Service Area	Expenditure £m	Income £m	Net Budget £m
Education	22.247	(18.541)	3.706
Family Services	25.586	(5.067)	20.519
Integrated Commissioning	4.007	(1.725)	2.282
Operations and Programmes	16.326	(15.102)	1.224
Safeguarding, Review and Quality Assurance	1.113	(0.087)	1.026
Schools	65.705	(65.705)	-
<b>TOTAL Budget 2018/19</b>	<b>134.984</b>	<b>(106.227)</b>	<b>28.757</b>



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

The directorate is proposing a series of initiatives to support balancing the 2019/20 budget. These total £0.846m.

Reference	Key Initiatives	£m
8.22	Review of Grant Utilisation across Children's Services	0.446
8.23 (EIA)	Collaborative Commissioning	0.200
8.24	Lean Operations Review	0.200
	<b>Total</b>	<b>0.846</b>

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

### **Review of Grant Utilisation across Children's Services (£0.446m):**

Review of preventative services and delivery across a range of partners and providers. Aligning current provision to remove duplication and ensure efficient delivery and a sustainable and effective early help offer across Westminster. Whilst ensuring eligible services with public health outcomes are attributed against grant funding where feasible.



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

**Collaborative Commissioning (£0.200m):** This work is focused on the CAMHS offer to schools, and is seeking to work with them on the development of a whole school model of emotional health and wellbeing support for children and young people.

**Lean Operations Review (£0.200m):** Placement Reduction – Review of the placement strategy and better use of framework agreements to deliver more favorable unit costs for purchasing accommodation for children and improving the use of the in-house fostering team.

Forensic Contract Review – A comprehensive review of all expenditure in contracts, non-pay and inefficiencies in processes to ensure efficiency is maximised whilst maintaining quality.



## 2019/20 Budget Pressures

Estimated Pressures	£m
Family Services – Placements	1.177
Education – School Transport	0.261
<b>TOTAL</b>	<b>1.438</b>

**Family Services – Placement related pressures (£1.177m)** - this pressure is made up of two overriding different factors:

- The number of Unaccompanied Asylum Seeking Children presenting within the borough has increased and is modelled at £0.333m
- Changes to legislation and increased numbers of children leaving care requiring support modelled at £0.844m

**School Transport (£0.261m)** - This pressure is driven by increased volumes and better awareness of services provided by the Local Authority.



## Children's Services Budget 2019/20

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

Service Area	Expenditure £m	Income £m	Net Budget £m
Education	22.508	(18.541)	3.967
Family Services	26.668	(4.972)	21.696
Integrated Commissioning	3.361	(1.725)	1.636
Operations and Programmes	16.126	(15.102)	1.024
Safeguarding, Review and Quality Assurance	1.113	(0.087)	1.026
Schools	65.705	(65.705)	-
<b>TOTAL Budget 2019/20</b>	<b>135.481</b>	<b>(106.132)</b>	<b>29.349</b>



## Consultations on 2019/20 proposals

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

<b>Proposal name</b>	8.23 - Collaborative Commissioning
<b>Value (£'000)</b>	200
<b>Consultation Period</b>	October – December 2018
<b>Status of consultation</b>	Under Consultation
<b>Impact/amendments?</b>	TBC

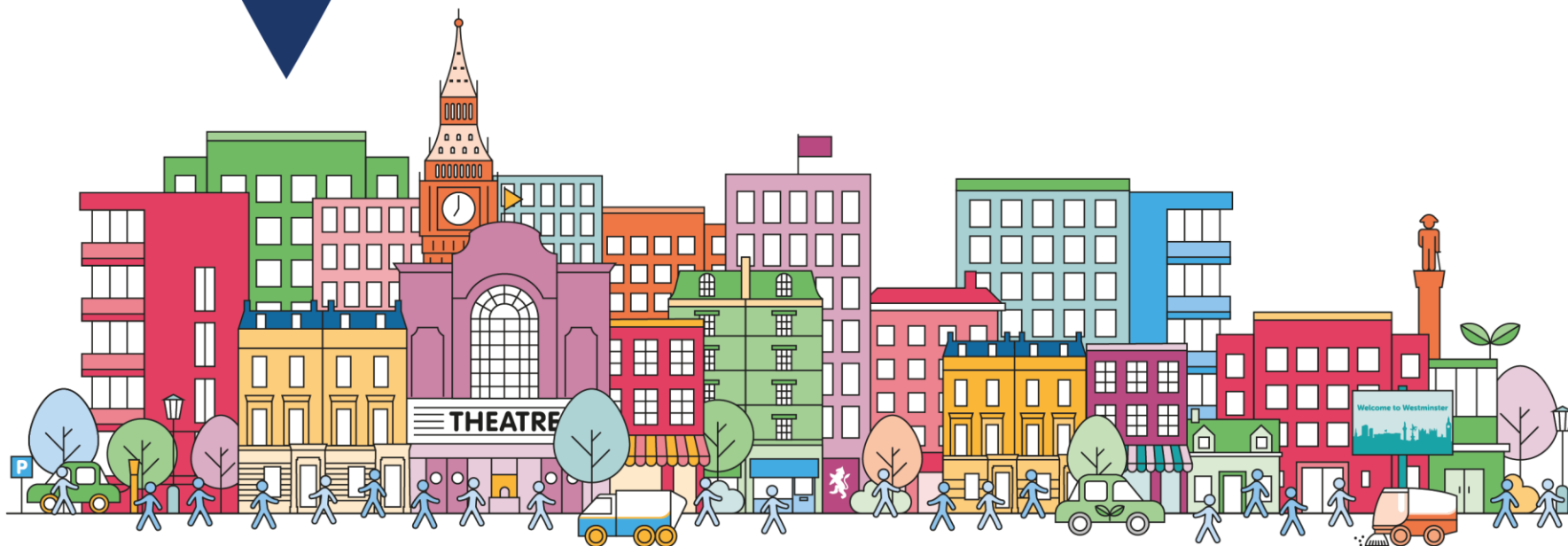




# Budget and Performance Task Group

## Growth, Planning and Housing

**Barbara Brownlee, Executive Director**



## Executive Summary

- In 2018/19 Growth, Planning and Housing was allocated a gross controllable expenditure budget of £320.396m and a gross income budget of £295.397m (net controllable budget £24.999m)
- The projected outturn variance for 2018/19 is to budget
- The budget envelope for 2019/20 contains pressures of £2.150m
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £3.971m for 2019/20





## 2019/20 Key Issues

- Continued delivery of Affordable Housing and Major Regeneration schemes such as Ebury Bridge and Church Street
- Establishment of a New Facilities Management service
- Implementation of the service reviews currently taking place within the city's Development Planning function and the delivery of housing services through City West Homes
- Manage the impact of Universal Credit as it is rolled out



## ***Growth, Planning and Housing Budget 2018/19***

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

<b>Service Area</b>	<b>Income £m</b>	<b>Expenditure £m</b>	<b>Net Budget £m</b>
Development Planning	(7.977)	9.829	1.852
Economy	(0.124)	0.829	0.705
Growth, Planning and Housing Directorate	0.036	1.434	1.470
Housing Operations	(256.216)	279.840	23.624
Place Shaping	(0.400)	1.136	0.736
Property Investments and Estates	(21.995)	18.608	(3.388)
WAES	(8.720)	8.720	-
<b>TOTAL Budget 2018/19</b>	<b>(295.397)</b>	<b>320.396</b>	<b>24.999</b>



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

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

**Corporate Property Strategy (£1.500m):** This saving will be delivered through income from the Dudley House residential scheme which is due to open in Spring 2019.

**Property rationalisation and asset management (£1.420m):** Approximately £0.750m will be achieved via additional income from completing rent reviews, lease renewals and general asset management activity within the Council's existing investment portfolio. The remainder is expected to be achieved through further rationalisation of the Corporate portfolio and Business Rate reviews.

**Housing GF (£0.200m):** Savings will be delivered through ongoing procurement and contract management. This includes the Pan London temporary accommodation procurement, reducing spend on temporary accommodation through acquisition of housing units and other housing contracts.



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

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**GPH 5% Vacancy factor (£0.751m):** Implementation of a vacancy factor across the Directorate to reflect current staffing levels and timeframes of recruitment.

**City West Homes Efficiency Saving (£0.100m):** As part of the business transformation investment undertaken by CWH over the last few years efficiencies in their IT provision are expected for those services provided to Housing General Fund departments.

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

The directorate is therefore proposing a series of initiatives to support balancing the 2019/20 budget. These total £3.971 million.

Reference	Key Initiatives	£m
1.25	Corporate Property Strategy	1.500
1.40	Property rationalisation and asset management	1.420
4.18	Housing GF	0.200
4.19	GPH 5% Vacancy Factor	0.751
4.20	CHW Efficiency saving	0.100
	<b>Total</b>	<b>3.971</b>



## 2019/20 Budget Pressures

Estimated Pressures	£m
Facilities Management Costs	1.250
Developer Income	0.900
<b>TOTAL</b>	<b>2.150</b>

**Facilities Management Costs (£1.250m):** This pressure is related to the exit of the Amey contract as the Council will have to procure new Facilities Management (FM) packages and put in a place a new FM staffing structure. The pressure is based on high level estimates of the increase in the FM budget linked to market rates for these packages and the cost of creating a new FM team.

**Developer Income (£0.900m):** This pressure relates to income received from some of the Council's development projects. The income was budgeted to be received on these projects up to 2018/19 in line with the original project timelines, with the income then falling away from 2019/20.



## Growth, Planning and Housing Budget 2019/20

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

Service Area	Income £m	Expenditure £m	Net Budget £m
Development Planning	(7.977)	9.829	1.852
Economy	(0.124)	0.829	0.705
Growth, Planning and Housing Directorate	0.036	0.583	0.619
Housing Operations	(256.316)	279.740	23.424
Place Shaping	(0.400)	1.136	0.736
Property Investments and Estates	(23.899)	19.741	(4.158)
Westminster Adult Education Services (WAES)	(8.720)	8.720	-
<b>TOTAL Budget 2019/20</b>	<b>(297.400)</b>	<b>320.578</b>	<b>23.178</b>



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

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



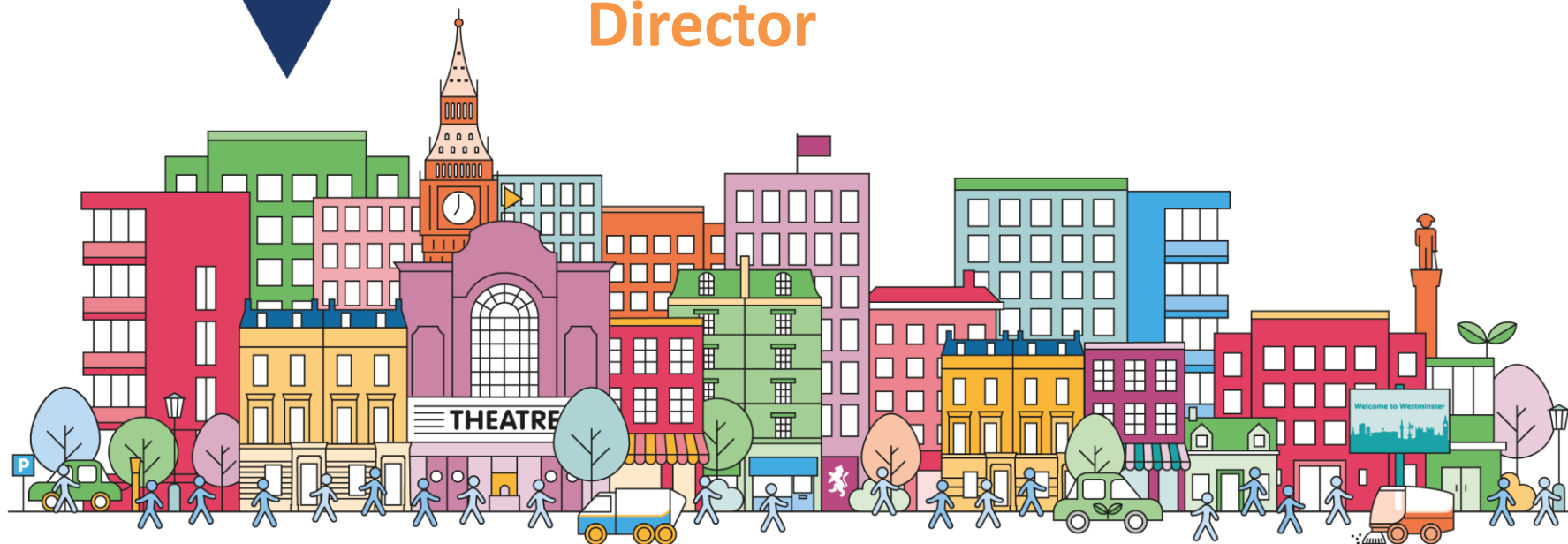




# Budget and Performance Task Group

## Growth, Planning and Housing – Housing Revenue Account (HRA)

**Barbara Brownlee, Executive  
Director**



# Executive Summary

- The HRA is a ringfenced account under statute
- We model the HRA over 30 years to see how cyclical works, regeneration plans and changes in government legislation such as rent levels affect capex, borrowing and reserves
- The current model shows that the plan is affordable, minimum reserves are maintained at circa £11m
- The latest forecast outturn in 2018/19 is in line with budget. This represents a contribution to HRA reserves of £6.960m.
- The revenue budget for 2019/20 includes agreed savings by City West Homes of £0.950m



# Housing Revenue Account Budget 2018/19

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

	Net Budget £m
Dwelling rent	(74.464)
Service & Facilities Charges	(19.900)
Other income	(20.269)
Housing management costs	54.171
Repairs & Maintenance	18.300
Capital charges	35.167
<b>Net contribution before Capital financing 2018/19</b>	<b>(6.996)</b>



## 2019/20 Key points of note

- Continuation of the 1% rent reduction (2019/20 is the final year). Combined with other changes in mix through units bought/sold and regeneration impact, rent from dwellings will fall by £0.760m
- The CityWest Homes (CWH) transformation programme comes to an end with the £0.5m of budget included for 18/19 now reduced.
- Ongoing savings of £0.95m are being delivered by CWH to benefit the HRA through reductions to the management fee of £0.25m, £0.5m on responsive repairs and £0.2m of transformation savings.
- An ongoing revenue budget of £0.5m has been established to capture the revenue costs associated with the HRA regeneration schemes.
- Inflation of £246k has also been added to account for anticipated uplift in the management fee, with a further £590k of other inflationary increases.
- Service review into the delivery of Housing Services through City West Homes is currently being undertaken but no assumptions around financial impacts for 19/20 have been included.



## Housing Revenue Account Budget 2019/20

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

	Net Budget £m
Dwelling rent	(73.700)
Service & Facilities Charges	(19.900)
Other income	(20.269)
Housing management costs	53.967
Repairs & Maintenance	18.390
Capital charges	35.092
<b>Net contribution before Capital financing 2019/20</b>	<b>(6.420)</b>



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

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

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

<b>Reference Number</b>	<b>EIA Description</b>	<b>Directorate</b>	<b>Saving 2019/20 £000</b>	<b>Review Date</b>
3.20	Review of contracts	Adult Services	250	26 Sep
8.23	Collaborative Commissioning	Children's Services	200	26 Sep
6.13	PPL Fee review and additional income	City Management & Communities	900	4 Oct
7.19	Libraries further service transformations	City Management & Communities	200	4 Oct



## EQUALITY IMPACT ASSESSMENT TEMPLATE

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

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

### SECTION 1:

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



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

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

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

2.1	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li>• <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li>• <i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>
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These proposals may impact individuals who currently access Adult Social Care. Further analysis and monitoring will be required to understand the extent of the impact of each proposal as the project is scoped. A final EIA will be completed in March 2019 as part of the Project, based on any recommendations that may have impacts on individuals.

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

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

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

How many people use the service currently? What is this as a % of Westminster's population?	5,065 people access social care services representing 2.09% of the population <i>(based on the 2016 JSNA estimated Westminster resident population of 241,783)</i>
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Gender	<table border="1"> <thead> <tr> <th>Gender</th> <th>Numbers</th> <th>%</th> <th>WCC Population</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>2,794</td> <td>55.16%</td> <td>116,721</td> <td>48.28%</td> </tr> <tr> <td>Male</td> <td>2,257</td> <td>44.56%</td> <td>125,062</td> <td>51.72%</td> </tr> <tr> <td>Unknown</td> <td>14</td> <td>0.28%</td> <td></td> <td></td> </tr> <tr> <td>TOTAL</td> <td>5,065</td> <td>100%</td> <td>241,783</td> <td>100.00%</td> </tr> </tbody> </table> <p>As per the JSNA, the gender split in Westminster is unusual, with more men than women. This is particularly the case in the 25-50 year old age groups, but there are more women in the 50+ groups. This is reflected in the breakdown of people with Adult Social Care packages, where the number of men with a package is 44.56% vs a population of 51.72%.</p> <p>As we do not currently collect data on gender identity/ reassignment on any of our social surveys, research and engagement (as part of additional EIA development and ongoing monitoring) will be undertaken to ensure there is no disproportionate impact on this protected characteristic.</p>	Gender	Numbers	%	WCC Population	%	Female	2,794	55.16%	116,721	48.28%	Male	2,257	44.56%	125,062	51.72%	Unknown	14	0.28%			TOTAL	5,065	100%	241,783	100.00%
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	Sexual orientation	<p data-bbox="719 1368 1477 1648">It is not possible to know how many LGBT+ people live in the City of Westminster or indeed in the UK as no baseline data exists on this issue. In the absence of this data, it is generally estimated that between five and ten percent of the population identify as lesbian, gay or bisexual. This would mean that there were between 9,064 and 18,128 LGBT+ people living in the City of Westminster seven years ago, based on the most recent census data from Galop.</p>																		
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<p><b>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</b></p>	<p>There is a disproportionate number of older people with Adult Social Care packages of care as compared with the general population, which is consistent with national trends, and can be attributed to older people having greater needs for care and support and aligns with national trends.</p> <p>Further work is required to gauge the impact of this work on Older People, and any other groups with protected characteristics, and will be included in project-specific Equality Impact Assessments, and updated/monitored through the commissioning, mobilisation and implementation phases.</p>																																																		
<p><b>2.3 Are there any groups with protected characteristics that are underrepresented in the monitoring</b></p>	<p>Initial demographics for Westminster indicate that the percentage of BME's with an Adult Social Care package is 31% with the BME population making up 38% of the overall population (based on the 2011 Census). However it should be noted that there is 5.75% of people with a package who do not have Ethnicity recorded.</p> <p>A detailed analysis will be performed when recommendations are made to fully understand what, if any, impacts this work will have on BMEs or any other group impacted by this work.</p>																																																		

<p><b>information relative to their size of the population? If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</b></p>	<p>This analysis will be included in a project-specific EIA and will be monitored/updated throughout the services’ lifecycles.</p>																																																					
<p><b>2.4</b></p>	<p><b>Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?</b></p>																																																					
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<sup>1</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

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

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

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

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

**SECTION 4: ACTION PLAN**

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

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

**WHAT NEXT?**

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

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

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



City of Westminster

## EQUALITY IMPACT ASSESSMENT TEMPLATE

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

### SECTION 1:

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

Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	04/09/2018
Version number and date of update	3 – 02/09/2018
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

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

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

<b>2.1</b>	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>	
	<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	<p>4,466 aged 0 to 18 years are estimated to have a mental health condition, this represent 19% of the overall population.</p> <p>Of these c. 37% will require interventions at tiers 2 and 3 and 60% will be met via universal settings (such as primary care, school nursing, health visiting and schools).</p> <p>ONS 2016</p>
	<p>Gender</p>	<p>49% female, 51% male</p>
	<p>Race</p>	<p>Based on 2011 Census total population, the main ethnic group in Westminster was White: British which make up 35% of the City population. This lower than the London proportion of 45%.</p> <p>38% of Westminster residents are from non-white ethnic groups.</p> <p>The majority of residents were born outside of the UK (53%).</p> <p>The 3 main places outside of the UK where residents were born are:</p> <ul style="list-style-type: none"> <li>EU countries (14%)</li> <li>Middle East (7%)</li> <li>North America (4%)</li> </ul> <p>Other than English (which is spoken by 69%of the Westminster population aged 3 and over), the other main languages are:</p> <ul style="list-style-type: none"> <li>Arabic</li> <li>French</li> <li>Spanish</li> <li>Italian</li> </ul>

	<ul style="list-style-type: none"> <li>Portuguese</li> </ul> <p>Across Westminster households, 64% have English as a main language used by all residents aged 16 plus. 22% have no people in the household who have English as a first language (Census, 2011).</p>												
Disability	No information gathered in the 2011 Census												
Sexual orientation	No information gathered in the 2011 Census												
Age	<table border="1"> <tr> <td>0 to 4 years inclusive</td> <td>12,934</td> <td>27%</td> </tr> <tr> <td>5 to 10 years inclusive</td> <td>16,467</td> <td>35%</td> </tr> <tr> <td>11 to 15 years inclusive</td> <td>11,173</td> <td>24%</td> </tr> <tr> <td>16 to 18 inclusive</td> <td>6,785</td> <td>14%</td> </tr> </table>	0 to 4 years inclusive	12,934	27%	5 to 10 years inclusive	16,467	35%	11 to 15 years inclusive	11,173	24%	16 to 18 inclusive	6,785	14%
0 to 4 years inclusive	12,934	27%											
5 to 10 years inclusive	16,467	35%											
11 to 15 years inclusive	11,173	24%											
16 to 18 inclusive	6,785	14%											
Religion or belief	<p>45% of residents specified their religion as Christian (Census, 2011)</p> <p>Islam was the 2<sup>nd</sup> highest religion recorded. 18% of Westminster residents specified their religion as Islam. (Census, 2011)</p> <p>20% of residents have no religion specified.</p>												
<p><b>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</b></p>	<p><i>As this proposal is aimed at services in Children's Services, it will over-represent children and young people aged 0-25.</i></p> <p><i>A CAMHS need may represent a disability, this group will be over-represented.</i></p>												
<p><b>2.3 Are there any groups with protected characteristics that are underrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the service may not be accessible to all groups or there may be some form</b></p>	<p><i>If yes, provide details.</i></p> <p><i>As this proposal is aimed at services in Children's Services, it will under-represent people aged 26 and over.</i></p>												

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

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

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



<p>The proposals are subject to further engagement and consultation. Once these have been concluded in December 2018 there will be greater clarity about the potential impact or benefit from the related transformation work with schools. Prior to this there is some uncertainty around the impacts that it may have on the people with the protected characteristics which is marked as “unclear”. Following consultation and further development of the corresponding action plans this will either be re-assessed or a full EIA will be carried out.</p>
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**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

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

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

**SECTION 4: ACTION PLAN**

**4.1** 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
TBD						
TBD						
<i>Enter additional rows if required</i>						

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

**SIGNATURE:** .....

**FULL NAME:** Annabel Saunders

**UNIT:** Children's Services

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

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

**WHAT NEXT?**

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

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

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



City of Westminster

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### SECTION 1:

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

Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
Version number and date of update	Version 2 date 10.08.18
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	



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

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

<p><b>2.1</b></p>	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>															
	<table border="1"> <tr> <td data-bbox="507 819 938 965"> <p>How many people use the service currently? What is this as a % of Westminster’s population?</p> </td> <td data-bbox="943 819 1481 965"> <p>We do not collect data on who uses the service.</p> </td> </tr> <tr> <td data-bbox="507 972 938 1055"> <p>Gender</p> </td> <td data-bbox="943 972 1481 1055"></td> </tr> <tr> <td data-bbox="507 1061 938 1144"> <p>Race</p> </td> <td data-bbox="943 1061 1481 1144"></td> </tr> <tr> <td data-bbox="507 1151 938 1234"> <p>Disability</p> </td> <td data-bbox="943 1151 1481 1234"></td> </tr> <tr> <td data-bbox="507 1240 938 1323"> <p>Sexual orientation</p> </td> <td data-bbox="943 1240 1481 1323"></td> </tr> <tr> <td data-bbox="507 1330 938 1413"> <p>Age</p> </td> <td data-bbox="943 1330 1481 1413"></td> </tr> <tr> <td data-bbox="507 1420 938 1503"> <p>Religion or belief</p> </td> <td data-bbox="943 1420 1481 1503"></td> </tr> </table>		<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	<p>We do not collect data on who uses the service.</p>	<p>Gender</p>		<p>Race</p>		<p>Disability</p>		<p>Sexual orientation</p>		<p>Age</p>		<p>Religion or belief</p>	
<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	<p>We do not collect data on who uses the service.</p>															
<p>Gender</p>																
<p>Race</p>																
<p>Disability</p>																
<p>Sexual orientation</p>																
<p>Age</p>																
<p>Religion or belief</p>																
<p><b>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</b></p>	<p><i>If yes, provide details.</i></p> <p><i>Unknown</i></p>															

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

**2.4 Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?**

	None	Positive	Negative	Not sure
Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled <sup>3</sup> people (consider different types of physical, learning or mental disabilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups (consider in particular children, under 21s and over 65s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact due to pregnancy/ maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.**

<sup>3</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

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

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

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

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

**SECTION 4: ACTION PLAN**

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

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

**NB. Add any additional rows, if required.**

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

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

**WHAT NEXT?**

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

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

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### SECTION 1:

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



Date sent to <a href="mailto:Equalities@westminster.gov.uk">Equalities@westminster.gov.uk</a>	
Version number and date of update	
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

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

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

<b>2.1</b>	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>																																			
	<p>How many people use the service currently? What is this as a % of Westminster's population?</p>	<p>WCC Visits 2017/18: 1973062 WCC Active Members: 57990 WCC population: 226841 (Based on 2013 mid-year estimates*)</p> <p>The visits are the number of customers that come through the door. It includes residents and non-residents. The active members are, members who have used their library card at least once within the last year.</p>																																		
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	<p>Race</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Ethnicity</th> <th style="text-align: center;">No of Members</th> </tr> </thead> <tbody> <tr><td>Arab Moroccan</td><td style="text-align: right;">14</td></tr> <tr><td>Arab/Arab British</td><td style="text-align: right;">1121</td></tr> <tr><td>Asian: Bangladeshi</td><td style="text-align: right;">622</td></tr> <tr><td>Asian: Indian</td><td style="text-align: right;">638</td></tr> <tr><td>Asian: Other Asian</td><td style="text-align: right;">963</td></tr> <tr><td>Asian: Pakistani</td><td style="text-align: right;">222</td></tr> <tr><td>Black: African</td><td style="text-align: right;">1489</td></tr> <tr><td>Black: Caribbean</td><td style="text-align: right;">499</td></tr> <tr><td>Black: Other Black</td><td style="text-align: right;">247</td></tr> <tr><td>Chinese</td><td style="text-align: right;">1922</td></tr> <tr><td>Filipino</td><td style="text-align: right;">20</td></tr> <tr><td>Mixed : Asian African Indian</td><td style="text-align: right;">9</td></tr> <tr><td>Mixed : White and BC</td><td style="text-align: right;">132</td></tr> <tr><td>Mixed :Other mixed</td><td style="text-align: right;">249</td></tr> <tr><td>Mixed :White and Asian</td><td style="text-align: right;">220</td></tr> <tr><td>Mixed :White and BA</td><td style="text-align: right;">208</td></tr> </tbody> </table>	Ethnicity	No of Members	Arab Moroccan	14	Arab/Arab British	1121	Asian: Bangladeshi	622	Asian: Indian	638	Asian: Other Asian	963	Asian: Pakistani	222	Black: African	1489	Black: Caribbean	499	Black: Other Black	247	Chinese	1922	Filipino	20	Mixed : Asian African Indian	9	Mixed : White and BC	132	Mixed :Other mixed	249	Mixed :White and Asian	220	Mixed :White and BA	208
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<b>2.2</b> Are there any groups with protected characteristic 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.</i>	<i>If yes, provide details.</i>			
<b>2.3</b> Are there any groups with protected characteristics 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>			
<b>2.4</b>	Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?			
	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled <sup>4</sup> people (consider different types of physical, learning or mental disabilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups (consider in particular children, under 21s and over 65s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact due to pregnancy/ maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

People of particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.**

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

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

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

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

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



**SECTION 4: ACTION PLAN**

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

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

**SIGNATURE:** .....

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

**UNIT:** .....

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

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

**WHAT NEXT?**

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

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

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