



City of Westminster

# EQUALITY IMPACT ASSESSMENT TOOL

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

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

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

When you should undertake an EIA:

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

Who should undertake the EIA:

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

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

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

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

[www.learningpool.com/westminster/course/view.php?id=159](http://www.learningpool.com/westminster/course/view.php?id=159)

When you have completed an EIA, please send the final copy to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

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

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

Title
<p><b>2.2 Development Planning Transformation</b></p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the purpose of the policy/project/activity/strategy?</li> <li>• In what context will it operate?</li> <li>• Who is it intended to benefit?</li> <li>• What results are intended?</li> <li>• Why is it needed?</li> </ul>
<p>Development Planning initiated this project in response to an acknowledgement by the service that a comprehensive review of its business processes was required.</p> <p>Phase 1 of the Project comprised a Feasibility Study, which was completed on schedule in November 2013. The principal findings were that there is much that is good about Development Planning Delivery Unit (DPDU) but that there is considerable scope for improvement, especially in terms of the health of the service’s principal asset, its staff, and the maintenance of the quality of service provided to external stakeholders. The key to making progress against these challenging objectives was identified as being the successful re-design of the service’s back office business processes. The principal opportunities for realising costs savings were thought to include (but not be limited to):</p> <ul style="list-style-type: none"> <li>• Streamline the Validation Process</li> <li>• New and Improved document / letter templates</li> <li>• More effective configuration of UNI-form to minimize scope for errors (and therefore avoidance of complaint scenarios)</li> <li>• Encouragement of customers to “self-serve”, thus reducing incoming telephony traffic</li> <li>• Increased usage of automated input of incoming representations / responses</li> <li>• Reduction in notification volumes / more customised notification documentation</li> <li>• Increased dependence upon digital documentation for consultation purposes</li> <li>• Generally reduced printing volumes</li> </ul> <p>Phase 2 ran from January to April 2014, and delivered a report suggesting that widespread changes should be made. This report was supported by detailed AS IS and TO BE Business Process Models and a costs realisation plan. Key conclusions of this work included:</p> <ul style="list-style-type: none"> <li>• Digital case files should be used for all transaction records in favor of the mix of paper and digital records which are currently in use</li> <li>• A radical re-design of the Validation Process is urgently needed to improve efficiencies</li> <li>• The structure and organisation of support staff into a single Unit-wide resource pool would provide a more effective and efficient function</li> <li>• Use of the UNI-form / IDOX DMS / Enterprise solution should be confirmed, with greater emphasis being placed upon the on-going support of this solution, and greater use made of the functionality contained</li> <li>• Workflow management should be introduced to support the use of digital case files and provide a solid foundation for performance management of the case load</li> <li>• More effective use should be made of the GIS software which has already been deployed</li> <li>• And, following achievement of the above, establish a practice of agile working, such that the unit’s footprint within City Hall can be reduced in line with corporate aspirations</li> </ul> <p>Improvements in technology, and changes to the way in which other Westminster services and</p>

external stakeholders can, and are prepared to work, offers an opportunity for Development Planning to re-design its own processes. In addition a continued reliance upon existing business processes is no longer a tenable approach, in the face of ever increasing workloads, stakeholder expectations, and reducing resource availability.

If these changes are not implemented within Development Planning, the quality of the service currently provided will not improve and customer satisfaction will continue to diminish. Furthermore, the service will not be able to deliver the savings highlighted for MTP.

The implementation of improved back office business processes, IT systems reconfiguration and officer retraining will introduce consistent working practices, improves customer relationships and reduce costs associated with customers constantly contacting the service for updates on their applications.

Details of the lead person completing the screening/EIA

- (i) Full Name: Pat Cassin
- (ii) Position: Programme Manager – Development Planning
- (iii) Unit: Growth Planning and Housing
- (iii) Contact Details: pcassin@westminster.gov.uk

Date sent to [Equalities@westminster.gov.uk](mailto:Equalities@westminster.gov.uk)

Version 3 – 01/09/2016

Version number and date of update

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

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

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

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

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

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

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

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

### SECTION 3: ASSESSING THE IMPACT

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

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

## SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).	
	<p>Consider what actions can be put in place to remove or reduce your identified impact(s). Record all potential actions to show you have considered all options. Please note if no mitigating actions have been identified.</p>	
	<p><b>Column A – Issues or barriers, things to take into account</b></p>	<p><b>Column B – what changes can be made to remove or reduce barriers or negative impacts</b> (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</p>
	<p><i>Enter additional rows if require</i></p>	
4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	<input type="checkbox"/> 1. No major change (no impacts identified)	<p>Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality &amp; foster good relations between groups.</p>
	<input type="checkbox"/> 2. Adjust the policy	<p>You will take steps to remove barriers or to better advance equality.</p>
	<input type="checkbox"/> 3. Continue the policy (impacts identified)	<p>You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</p>
	<input type="checkbox"/> 4. Stop and remove the policy	<p>There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</p>



4.3	Please document the reasons for your decision

**SECTION 5: ACTION PLAN**

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

<p><b>5.1</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>								
	<b>Action Required</b>	<b>Equality Groups Targeted</b>	<b>Intended outcome</b>	<b>Resources Needed</b>	<b>Name of Lead, Unit &amp; Contact Details</b>	<b>Completion Date (DD/MM/YY)</b>	<b>RAG</b>	
	<i>Enter additional rows if required</i>							

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

**SIGNATURE:** .....

**FULL NAME:** Patrick Cassin

**UNIT:** Growth Planning and Housing

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

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

**WHAT NEXT?**

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

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

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



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

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

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People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>If the answer is “negative” or “unclear” consider doing a full EIA</b>				
1.2 What do you think that the overall NEGATIVE impact on groups and communities will be?				
<b>None/ Minimal</b>		<b>Significant</b>		
<input checked="" type="checkbox"/>		<input type="checkbox"/>		
None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.		Significant impact would be where there is an impact is identified that has substantial impact on any groups.		
<b>If the answer is “significant” consider doing a full EIA</b>				

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

## EQUALITY IMPACT ASSESSMENT

### SECTION 2: BUILDING AN EVIDENCE BASE

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

<b>2.2</b>	<b>Are there any equality groups that are overrepresented in the monitoring information relative to their size of the population?</b> <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service. Information about Westminster's population is on the Equalities page on the WIRE.</i>
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<b>2.3</b>	<b>Are there any equality groups that are underrepresented in the monitoring information relative to their size of the population?</b> <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i>
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### SECTION 3: ASSESSING THE IMPACT

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

<p><b>3.1</b></p>	<p><b>Consultation Information</b>  <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i></p>
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	<p><i>Using the evidence gathered in section 2 and any consultation activity highlighted in 3.1; explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered in order to properly consider the impact. Please state when no impact has been identified.</i></p>

## SECTION 4: REDUCING & MITIGATING IMPACT

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

4.1	<b>Where you have identified an impact, what can be done to reduce or mitigate the impact?</b> (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).															
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<table border="1"> <tbody> <tr> <td data-bbox="252 1592 357 1749"><input type="checkbox"/></td> <td data-bbox="363 1592 700 1749">5. No major change (no impacts identified)</td> <td data-bbox="707 1592 1522 1749">Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality &amp; foster good relations between groups.</td> </tr> <tr> <td data-bbox="252 1749 357 1827"><input type="checkbox"/></td> <td data-bbox="363 1749 700 1827">6. Adjust the policy</td> <td data-bbox="707 1749 1522 1827">You will take steps to remove barriers or to better advance equality.</td> </tr> <tr> <td data-bbox="252 1827 357 1951"><input type="checkbox"/></td> <td data-bbox="363 1827 700 1951">7. Continue the policy (impacts identified)</td> <td data-bbox="707 1827 1522 1951">You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.</td> </tr> <tr> <td data-bbox="252 1951 357 2029"><input type="checkbox"/></td> <td data-bbox="363 1951 700 2029">8. Stop and remove the policy</td> <td data-bbox="707 1951 1522 2029">There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.</td> </tr> </tbody> </table>			<input type="checkbox"/>	5. No major change (no impacts identified)	Your analysis demonstrates that the policy is robust and the evidence shows no potential for discrimination and you have taken all appropriate steps to advance equality & foster good relations between groups.	<input type="checkbox"/>	6. Adjust the policy	You will take steps to remove barriers or to better advance equality.	<input type="checkbox"/>	7. Continue the policy (impacts identified)	You will adopt your proposal, despite any adverse effect provided you are satisfied that it does not unlawfully discriminate and it is justified.	<input type="checkbox"/>	8. Stop and remove the policy	There are adverse effects that are not justified and cannot be mitigated. The policy is unlawfully discriminating.		
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4.3	Please document the reasons for your decision

**SECTION 5: ACTION PLAN**

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

<p><b>5.1</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>								
	<b>Action Required</b>	<b>Equality Groups Targeted</b>	<b>Intended outcome</b>	<b>Resources Needed</b>	<b>Name of Lead, Unit &amp; Contact Details</b>	<b>Completion Date (DD/MM/YY)</b>	<b>RAG</b>	
	<i>Enter additional rows if required</i>							

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

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

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

**UNIT:** .....Public Protection and Licensing.....

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

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

**WHAT NEXT?**

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

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

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