



## Appendix 4

### Form to be used for the Full Equalities Impact Assessment

<b>Service Area:</b> Community Services	<b>Section:</b> Thriving Communities Strategy	<b>Date of Initial assessment:</b> N/A	<b>Key Person responsible for assessment:</b> Lucy Cherry	<b>Date assessment commenced:</b> 1 November 2022
<b>Name of Policy to be assessed:</b>	Thriving Communities Strategy			
<b>1. In what area are there concerns that the policy could have a differential impact</b>	<b>Race</b> ✓	<b>Disability</b> ✓	<b>Age</b> ✓	
	<b>Gender reassignment</b> ✓	<b>Religion or Belief</b> ✓	<b>Sexual Orientation</b> ✓	
	<b>Sex</b> ✓	<b>Pregnancy and Maternity</b> ✓	<b>Marriage &amp; Civil Partnership</b> ✓	
<b>Other strategic/ equalities considerations</b>	<b>Safeguarding/ Welfare of Children and vulnerable adults</b> ✓ <b>Housing and Homelessness Strategy</b> ✓	<b>Anti-Racism Charter</b> ✓ <b>Oxford City Council Corporate Strategy</b> ✓	<b>Mental Wellbeing/ Community Resilience</b> ✓	
<b>2. Background:</b>  Give the background information to the policy and the	A strategy development team and a partner steering group were in place pre-pandemic; this was paused to prioritise emergency support.  The Leisure and Wellbeing, Community Centre, and Culture strategies all expired over the pandemic period. The Children and Young person Strategy expires in 2022. These strategies are targeting similar outcomes and there is a level of duplication. This provides an opportunity to create a more joined up strategy focused on <i>people, place, and pride</i> .			

<p>perceived problems with the policy which are the reason for the Impact Assessment.</p>	<p>The Thriving Communities Strategy (Strategy) will outline the Council’s approach to coordinating its preventative services with a focus on getting people active, reducing inequalities, and improving residents’ quality of life.</p> <p style="text-align: center;"><i>Vision: “Oxford’s diverse communities should be equipped, supported and enabled to tackle inequality and ensure everyone is able to play a full part in the life of our city” (Corporate Strategy, 2020-24).</i></p> <p>The strategy is integral to the <i>social objective</i> of the national planning framework - <i>to support strong, vibrant, and healthy communities..... with accessible services and open spaces that reflect current and future needs and support communities’ health, social and cultural well-being.</i></p> <ul style="list-style-type: none"> <li>• Reduced physical inactivity</li> <li>• Improved health and wellbeing</li> <li>• Improved community cohesion</li> <li>• Reduced inequalities</li> <li>• More people taking part in positive activities</li> <li>• Provision of a well-coordinated and sustainable place offering.</li> </ul> <p>The Strategy: -</p> <ul style="list-style-type: none"> <li>• Is intended to create an innovative approach and to fit alongside other primarily strategies such as the Economic Development, Climate, and Housing strategies as a corner stone of the Council’s policy framework. Part of this is our stronger relationships with communities – <i>doing with</i> and <i>not to</i> people.</li> <li>• Has the potential to enable a step change. It will bring together our work on creating vibrant places for people to come together, how the council works in communities, effectively engaging with communities and create a framework for how the Council works with communities.</li> </ul>
<p><b>3. Methodology and Sources of Data:</b></p> <p>The methods used to collect data and what sources of data</p>	<p>Time was invested in the design stage and to avoid fixing what the strategy will look like too early, as it is more likely to lead to meaningful change. By taking an exploratory approach with engaging communities at its core the Council was far more likely to find solutions to the complex systemic challenges such as reducing inequalities.</p> <p>An internal officer’s project group was created and adopted a phased approach for delivery. The methodology framework included: -</p> <ul style="list-style-type: none"> <li>• Investigating</li> <li>• Involving</li> </ul>

- Engaging
- Evaluating
- Testing
- Visibility.

Prior to the pandemic: -

- A robust exercise was undertaken to pull together all the leisure and culture data sets so the Council were better able to take a holistic insight-based approach to redesigning services so they can best contribute to the Council's priorities.
- Officers joined up with the #WeAreOxford campaign and asked people who live, work, and play in Oxford about what they value and what they would like to see change (i.e., leisure, culture, and community services). Reaching out in several ways, including photography, paper surveys and approaching people in public spaces.
- To ensure a place-based approach a strategy development steering group was established. The group included representatives from Community Services, Policy, Planning, the County Council, Health, the Audience Agency, Active Oxfordshire, Oxford University and the Local Enterprise Partnership, Leisure, Galleries, Libraries and Museums, Oxfordshire Public Health (amongst others).
- Workshops were held with the Council's Housing, Homelessness and Energy and Natural Resources Teams to obtain further insight on how the Strategy can support the Council's housing, homelessness, and carbon reduction priorities.

Workshops were held to understand the equality impacts of the strategy. They also helped to shape the community engagement to make sure the needs of people less likely to participate, or in more need of support were incorporated.

Subsequently: -

- Ten group discussions and one system wide conversation were held. Feedback from those discussions was analysed and used to shape the contents of a strategy discussion paper.
- Initial conversations were held at strategic partnerships
- A cross party steering group was implemented
- There was and continues to be close working with the Business Intelligence Unit team to pick out key insights and evidence base to inform our work
- A Poverty, Inclusion and Inclusive growth workshop took place with cross Council
- A discussion paper was developed.

The purpose of the discussion paper was to detail the Council's plan for how it sets out on a journey to build back fairer, work with communities and collaborate with partners to ensure that everyone in Oxford can access leisure, culture, and community opportunities and, just as importantly, to give community organisations, partners, members, and officers the opportunity to comment on our plans before the final Strategy was produced.

Community organisations, partners, officers, and members from across the city and Oxfordshire were given opportunity to comment on the paper and prior to producing the strategy. These city-wide conversations focused on *connectivity, collaboration, reducing inequalities, and* helped inform on what had been learnt so far.

A thematic analysis from the diversely represented City-wide conversions was completed by the Business Intelligence Unit. This report detailed findings from of feedback received during conversations.

Participants were asked to feedback on the discussion paper. In some sessions they were asked to discuss specific questions, tailored according to the audience, in others a general discussion was had. A spreadsheet detailing which questions were discussed in each session can be found here.

Comments made during these discussions were recorded and each one was assigned a 'theme.'

As well as engaging with a wide range of diverse partners and external organisations, several other bespoke internal and external conversations took place: -

- Leisure partnership Board
- Children and Young Persons Partnership Board
- Green and Blue Space Network
- Cross Party steering group
- EDI Steering Group
- Policy Officers Group
- Community Services: - Thriving Communities Forum and Locality Learning Sessions
- A meeting was held with the Council's policy team to explore how other stands of engagement can be woven together – such as the Equalities Review, local area mapping and the Origins engagement.

	<ul style="list-style-type: none"> <li>• A session was held with the County Council to explore links with their new cultural strategy; while they were at an early stage, they were keen to find ways collaborate and avoid duplication.</li> <li>• Discussions have also been held with Cherwell, South and The Vale of White Horse District Councils to explore linkages with their new leisure strategy.</li> </ul>
<p><b>4. Consultation</b></p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> <li>• Why you carried out the consultation.</li> <li>• Details about how you went about it.</li> <li>• A summary of the replies you received from people you consulted.</li> <li>• An assessment of your proposed policy (or policy</li> </ul>	<p>An internal officer's project group and development steering group was established.</p> <p>Workshops with key internal and external partners were delivered.</p> <p>A session took place to assess the equality impact of the strategy. This helped to shape the community engagement to make sure the needs of people less likely to participate, or in more need of support are fully incorporated.</p> <p>The design of collaborative and community focused engagement used a variety of creative methods and capture individual experiences. Community groups were encouraged to support and lead parts of the engagement as it was viewed, they were likely to get more balanced feedback.</p> <p><u>Design of City-wide conversations</u></p> <p>Online and face to face group discussions were held over 27 sessions between July and September 2022. An email address (TCS@oxford.gov.uk) was also set up for feedback from partners and organisations.</p> <ul style="list-style-type: none"> <li>• <i>Strand 1</i> – Oxford Strategic Partnership, Oxford Stronger Communities Board, other individual high level strategic conversations.</li> <li>• <i>Strand 2</i> – Group discussions with internal and external groups including representatives from community and cultural partners as well as Oxford City Council members, Oxfordshire County Council, Oxford Direct Services' Senior Team and the Council's Equalities, Diversity, and Inclusion Steering Group. The purpose of this strand was to have conversations to update on progress, to work collaboratively, to help achieve an informed insight, and to make sure we are aligning work to achieve our aims. Nineteen strand 2 group discussions took place.</li> <li>• <i>Strand 3</i> - Group discussions with external groups. Discussions in this strand included a wide range of people. A number of these discussions took place in person during community events such as the Cutteslowe Play Day, the West Oxford Fun day event, the Northway summer holidays' activities programme and the Eid Extravaganza as well as with the Lived Experience Advisory Forum. This strand served the same purpose as strand 2 with locality based inclusive conversations that involved community-based stakeholders who may not have or been able to participate</li> </ul>

<p>options) in the light of the responses you received.</p> <ul style="list-style-type: none"> <li>• A statement of what you plan to do next</li> </ul>	<p>in strand 2 or may have requested a bespoke conversation. Several strand 2 participants were asked if they would like to have a strand 3 conversation, but they preferred to take part in a strand 2 discussion as it enabled them to network with other groups and organisations. Asylum Welcome were also asked to conduct research with refugees, asylum seekers and vulnerable migrants living in Oxford. In total 21 participants were consulted with in total and three in-person group consultation sessions as well as ten individual phone interviews.</p>																		
<p><b>5. Assessment of Impact:</b> Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>Race</b></td> <td style="text-align: center;"><b>Disability</b></td> <td style="text-align: center;"><b>Age</b></td> </tr> <tr> <td style="text-align: center;">Positive impact</td> <td style="text-align: center;">Positive impact</td> <td style="text-align: center;">Positive impact</td> </tr> <tr> <td style="text-align: center;"><b>Gender reassignment</b></td> <td style="text-align: center;"><b>Religion or Belief</b></td> <td style="text-align: center;"><b>Sexual Orientation</b></td> </tr> <tr> <td style="text-align: center;">Positive impact</td> <td style="text-align: center;">Positive impact</td> <td style="text-align: center;">Positive impact</td> </tr> <tr> <td style="text-align: center;"><b>Sex</b></td> <td style="text-align: center;"><b>Pregnancy and Maternity</b></td> <td style="text-align: center;"><b>Marriage &amp; Civil Partnership</b></td> </tr> <tr> <td style="text-align: center;">Positive impact</td> <td style="text-align: center;">Positive impact</td> <td style="text-align: center;">Positive impact</td> </tr> </table> <p>The actions and methodology describe in the preceding sections were designed to provide far reaching and diverse conversations and give opportunity for the Council to be checked and challenge on findings and thoughts for shaping a final strategy.</p> <p>A key focus of the design was to ensure the Council reached out with people and not to them; so that the strategy has the best possible positive impact for those most in need, and to help in reducing Oxford's inequalities gap; including those with protected characteristics who have been most impacted by the pandemic.</p> <p>As a result of this, our communities, strategic partners, community representatives, city organisations, cross council services, etc. have influenced changes to the strategy document, helped inform meaningful measurements, and enabled lived experiences to be incorporated into the final strategy document.</p>	<b>Race</b>	<b>Disability</b>	<b>Age</b>	Positive impact	Positive impact	Positive impact	<b>Gender reassignment</b>	<b>Religion or Belief</b>	<b>Sexual Orientation</b>	Positive impact	Positive impact	Positive impact	<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>	Positive impact	Positive impact	Positive impact
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	<p>It has also enabled the strategy document to have greater clarity, better format and language style to help our communities better understand what the Council is trying to do with and for them.</p>
<p><b>6. Consideration of Measures:</b></p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p><u>City-wide conversations</u></p> <ul style="list-style-type: none"> <li>• The need to ensure that outcomes are measurable as a way of gauging the impact of the strategy.</li> <li>• The need to determine exactly what we are going to measure.</li> <li>• Ways to measure outcomes including frequent questionnaires and community focus groups.</li> <li>• The need for meaningful measurement.</li> <li>• Clarity (terminology and jargon, length of the discussion paper/ strategy, easier to read and to understand, need for the strategy to be accessible, and how, for residents whose first language is not English, this could be a barrier.</li> </ul> <p><b>People:</b> - “A more equitable and supportive society is needed – COVID and the cost-of-living crisis are further increasing inequalities.”</p> <p><b>Pride:</b> - “We want everyone in Oxford to feel a sense of local pride and, be free to be who they are and feel like they belong.”</p> <p><b>Place:</b> - “The Council has a crucial role in creating community spaces that help people thrive, from parks and public spaces, through to community and leisure centres.”</p> <p><b>Progress:</b> - The outcomes within the strategy are shared with partners, and where possible we have adopted shared measures, we only want to measure things that make a difference and have a broad impact. The ultimate outcomes we want to achieve are for everyone in Oxford to;</p> <ul style="list-style-type: none"> <li>❖ Have a great customer experience when using Oxford’s places and spaces where they feel safe and enjoy themselves.</li> <li>❖ Be able to positively contribute to society; feel connected, accepted, and respected for who they are.</li> <li>❖ Meet the Chief Medical Officer’s guidelines for physical activity (especially children and young people).</li> <li>❖ Have at least three friends they can call on for support.</li> </ul>
	<p><u>Thematic Analysis Recommendations</u></p>

### 6a. Monitoring Arrangements:

Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition, it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.

Below details recommendations for the structure, development and implementation of the strategy based on the identified themes from our City-wide conversations:

Structuring the strategy report: -

- Terminology and jargon – consider the terminology and jargon used.
- Language – consider having versions of the strategy in other languages to maximise engagement from all communities.
- Length – Consider creating an easy read summary version of the final strategy.
- Visuals – Use of visuals and/ or audio visuals to help diversely embedding the strategy
- Accessibility – ensure that the final strategy paper is accessible to all and consider how the strategy will be disseminated so that it reaches everyone.
- Links to other relevant strategies – ensure other relevant strategies are clearly linked to from within the strategy.

What is missing? -

- Digital Inclusion: The strategy should include plans for digital inclusion.
- Volunteering: Mention volunteering opportunities across the city as well how the Council re we engage with voluntary organisations for the delivery of this strategy.

Strategy ownership: -

- Clear governance: Identify who owns the strategy and is responsible for its delivery.
- Communities, partners, and service areas: All have roles to play in the strategy delivery and the Council's expectations of them need to be clear.

Community involvement and engagement: -

- Community involvement: Is crucial for understanding what communities need and value. Communities must be fully engaged for this strategy to be a success.

Inclusion and diversity: -

- All communities should to be included in the development and implementation of this strategy.
- Important that we are inclusive in our approach and that we listen to the many voices of Oxford's diverse communities.
- Put people front and centre of the strategy: When asked, more participants felt that 'people' is the most important of the 4Ps than any other (People, Place, Pride and Progress)
- Listen to communities: Demonstrate in the final strategy that the Council have listened to communities and that Council will do this ongoing (and how); builds trust.



	<ul style="list-style-type: none"> <li>• Empower communities: Detail how the Council we will empower communities to make change themselves.</li> </ul> <p>Partnership working and joining up strategies: -</p> <ul style="list-style-type: none"> <li>• Identify and work with partners: Partnership working will be crucial to deliver this strategy and, just as importantly, the Council will need to work with partners to agree what their roles are in helping us to achieve the strategy's aims.</li> <li>• Aligning strategies: Ensure that the strategy is aligned with other strategies where relevant, both internally and externally, to ensure consistency implementing and delivering.</li> <li>• Delivery plan: Layout exactly how the plan is going to be delivered.</li> </ul> <p>Communication and what makes this strategy different: -</p> <ul style="list-style-type: none"> <li>• Be clear how the strategy and its aims will be communicated.</li> <li>• Highlight what will be different this time and how this will ensure that the strategy is a success.</li> </ul> <p>Measuring outcomes and success: -</p> <ul style="list-style-type: none"> <li>• Measuring success and impact: Consider how the impact and success of the strategy is going to be measured - 'meaningful measurement.'</li> <li>• Data and insight: Should be used ongoing to understand the impact of the strategy and if its aims are being achieved. Use both quantitative and qualitative data including case studies and storytelling.</li> <li>• Adaptable and flexible: Ensure that we are adaptable and flexible in implementing and embedding this strategy.</li> <li>• Continual learning: Important to be flexible and adapt if necessary. Effectively and efficiently apply learnings, review was continuously and demonstrate successes ongoing.</li> </ul> <p>The impact of the strategy will be monitored via qualitative and quantitative monitoring including: -</p> <ul style="list-style-type: none"> <li>• Using numbers so we are aware of how many people use our services.</li> <li>• Using metrics to demonstrate value for money.</li> <li>• Monitoring progress against our Thriving Communities Action Plan and producing an annual update.</li> <li>• Use techniques such as collecting and publishing the stories of our communities and their lived experience of living in the city, case studies and videos to bring outcomes to life and learn from people's lived experiences.</li> <li>• Celebrating success.</li> </ul>
<b>7. Date report signed off:</b>	21 <sup>st</sup> November 2022

<b>8. Conclusions:</b>  What are your conclusions drawn from the results in terms of the policy impact	The conclusion is to reflect on the recommendations in the City-wide conversation thematic analysis report and where relevant, viewed as a priority for the needs of communities, and are feasible to adopt the report recommendations into the final Thriving Communities Strategy document and action delivery plan.				
<b>9. Are there implications for the Service Plans?</b>	YES	<b>10. Date the Service Plans will be updated</b>	April 2023	<b>11. Date copy sent to Equalities Lead Officer</b>	Mili Kalia
<b>13. Date reported to Scrutiny and Cabinet:</b>	INSERT	<b>14. Date reported to Scrutiny Committee:</b>	INSERT	<b>12. The date the report on EqlA will be published</b>	INSE RT

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Signed (completing officer)

*L. Cherry*

Signed (Lead Officer) I.Brooke

**Please list the team members and service areas that were involved in this process:**

- Ian Brooke – Head of Community Services
- Mili Kalia – Equality, Diversity and Inclusion Lead, Community Services
- Lucy Cherry – Leisure and Performance Manager
- Paula Redway – Culture and Community Development Manager