

Why do an Equalities Impact Assessment (EqIA)?

1. Equalities Impact Assessment (EqIA) is part of Oxford City Council's [Public Sector Equality Duty \(PSED\) \(Equality Act 2010\)](#).

The General PSED enables Oxford City Council to:

- a. **identify and remove discrimination,**
 - b. **identify ways to advance equality of opportunity,**
 - c. **foster good relations.**
2. [An EqIA must be done before making any decision\(s\)](#) that may have an impact on people and/or services that people use and depend on.
 3. An [EqIA form is one of many tools](#) that can simplify and structure your equalities assessment.
 4. We are passionate about equalities, and we highly recommend that [Corporate Management Team \(CMT\) reports and all projects must attach an EqIA.](#)

A good EqIA has the following attributes:

1. **Comprehensively considers the [9 protected characteristics](#).**

1. Age	6. Race & Ethnicity
2. Disability	7. Religion or Belief
3. Gender Reassignment	8. Sex
4. Marriage & Civil Partnership	9. Sexual Orientation
5. Pregnancy & Maternity	NEW- Socio-economic inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. Sufficiently considered **potential and real impact** of proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members.
4. **Systematically recorded and reported** any potential and real impact of your proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members
5. **Collected, recorded, & reported sufficient information and data** on how your policy or proposal will have an impact.
6. Offers **mitigations or adjustments** if a PSED has been impacted.
7. Provides clear **justifications** for your decisions.
8. It is written in **plain English** with simple short sentence structures.

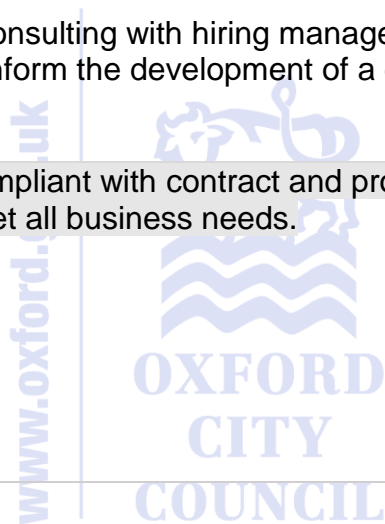
Section 1: General overview of the activity under consideration

1.	Name of activity being assessed. For example: -New policy, -Review of existing policy, -Changes in service(s), -New project(s), etc.	Recruitment Agency Procurement	2.	The implementation date of the activity under consideration:	November 2025
3.	Directorate/Department(s):	Corporate Services	4.	Service Area(s):	People Services
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	Melissa Hope Sobia Afridi	6.	Contact details, in case there are queries: Please provide: -Name -Email address	Mhope@oxford.gov.uk safриди@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New Extension to existing EqlA	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	N/A
9.	Date this EqlA started:	19/02/2025			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	This will be attached a Cabinet Report	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	

Section 2: About the activity, change, or policy that is being assessed.

<p>12.</p>	<p>Type of activity being considered:</p> <p>Check the most appropriate.</p>	<input type="checkbox"/> Budget	<input type="checkbox"/> Decommissioning	<input type="checkbox"/> Commissioning	<input type="checkbox"/> Change to an existing activity.	
		<input type="checkbox"/> New Activity	<input checked="" type="checkbox"/> Others. Please specify: Procurement of Recruitment Agencies			
<p>13.</p>	<p>Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil?</p> <p>Please check as needed.</p>	<input type="checkbox"/> Good, affordable homes	<input checked="" type="checkbox"/> Strong, fair economy	<input type="checkbox"/> Thriving Communities	<input type="checkbox"/> Zero Carbon Oxford	<input checked="" type="checkbox"/> Well run council
<p>14.</p>	<p>Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil?</p> <p>Please check as needed.</p>	<p>Responsive services and customer care.</p>	<input checked="" type="checkbox"/> Diverse and engaged workforce.	<p>Leadership & organisational commitment.</p>	<p>Understanding and working with our communities.</p>	
<p>15.</p>	<p>Outline the aims, objectives, & priorities of the activity being considered.</p>	<p>In accordance with the procurement contract rules, we must procure for new agencies in 2025. That requirement is not only regulatory but also addresses a significant business need. While our current agencies have performed adequately in filling positions such as customer services and administration roles, there is a notable gap in recruitment expertise for specialist roles, including those in economy, environmental, legal, and managerial sectors.</p> <p>To address this, we propose to initiate a tender process for new agencies under a dynamic market procurement model. This approach will enable agencies to join our approved provider with opportunities for new agencies to apply at regular intervals over a period of eight years. Hiring managers will have access to a portal where they can post job roles and agencies can</p>				

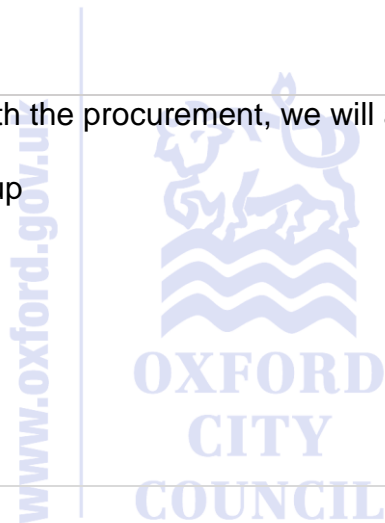
	<p>submit suitable candidates. This system will enhance our flexibility and expand our pool of candidates.</p> <p>Additionally, it is imperative that we engage specialist agencies that target underrepresented groups, thereby ensuring the diversification of our talent pool. This approach will allow a variety of size of agencies to apply and we can focus on local agencies as well as national agencies.</p> <p>Currently we have 3 lots (3 lead agencies) within our procurement framework. However, due to the inability to fulfil certain roles, hiring managers have been sourcing candidates off contract, resulting in a current pool of approximately 18 agencies.</p> <p>We are actively consulting with hiring managers to identify gaps and specialist needs. This consultation will inform the development of a detailed service specification.</p>
<p>16. Please outline the consequences of not implementing this activity. For example, -Existing activity does not fulfill Corporate Objectives, -existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.</p>	<p>We will not be compliant with contract and procurement laws and will not be able to supply candidates to meet all business needs.</p>



Section 3: Understanding service users, residents, staff and any other impacted parties.

<p>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</p> <p>Please provide details— -when,</p>	<p>Hiring Manager Service Questionnaire</p>
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<p>18. List information and data used to understand who your residents or staff are and how they will be impacted.</p> <p>These could be-</p> <ul style="list-style-type: none"> -third-party research, -census data, -legislation, -articles, -reports, -briefs. 	<p>None of our current agencies specialise in attracting and recruiting from a more diverse pool of candidates. We intend to invite specialist agencies to tender.</p> <p>Our current workforce is made up of around 15% of people from minority ethnic groups. We have a target of this increasing to 16.5% by 2028.</p> <p>We are currently represented well for those with a disability at 10% compared to the local population at 9.2%.</p>
<p>19. If you have not done any consultations or collected data & information, are you planning to do so in the future?</p> <p>Please list the details –</p> <ul style="list-style-type: none"> -when, -with whom, and -how long will you collect the relevant data. 	<p>As we proceed with the procurement, we will also include input from:</p> <p>Staff Networks EDI Steering Group</p>



Section 4: Impact analysis.


<p>20. Who does the activity impact?</p> <p>Check as needed.</p> <p>The impact may be</p>	<p>Service Users</p>	<p>Yes <input checked="" type="checkbox"/></p>	<p>No <input type="checkbox"/></p>	<p>Don't Know <input type="checkbox"/></p>
	<p>Members of staff</p>	<p>Yes <input checked="" type="checkbox"/></p>	<p>No <input type="checkbox"/></p>	<p>Don't Know <input type="checkbox"/></p>


positive, negative or unknown.	General public	Yes	No <input checked="" type="checkbox"/>	Don't Know <input type="checkbox"/>
	Partner / Community Organisation	Yes	No <input checked="" type="checkbox"/>	Don't Know <input type="checkbox"/>
	City Councillors	Yes	No <input checked="" type="checkbox"/>	Don't Know <input type="checkbox"/>
	Council suppliers and contractors	Yes	No <input checked="" type="checkbox"/>	Don't Know <input type="checkbox"/>

21.	Does the activity impact positively or negatively on any protected characteristics as stated within Equality (Act 2010)?					
	We are aiming for a positive impact to support improving the diversity of the organisation.					
Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We don't currently have any agencies that specialise in supporting underrepresented groups and protected characteristics. So we can only see this as having a positive impact on the organisation.	Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.

<p>Disability (Visible and invisible)</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>We don't currently have any agencies that specialise in supporting underrepresented groups and protected characteristics. So we can only see this as having a positive impact on the organisation.</p>	<p>Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.</p>
<p>Gender reassignment</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>We don't currently have any agencies that specialise in supporting underrepresented groups and protected characteristics. So we can only see this as having a positive impact on the organisation.</p>	<p>Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.</p>
<p>Marriage & Civil Partnership</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>We don't currently have any agencies that specialise in EDI, underrepresented groups and protected characteristics. So we can on see this as having a positive impact on the organisation.</p>	<p>Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.</p>

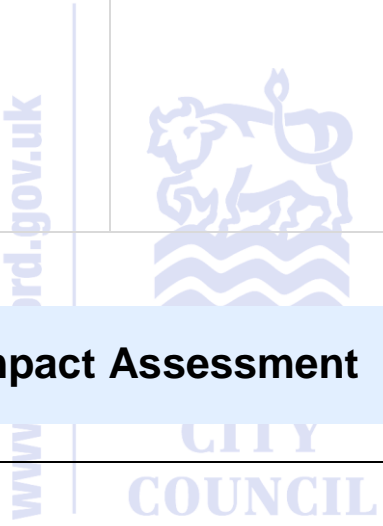
212	Race, Ethnicity and/or Citizenship	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>We don't currently have any agencies that specialise in EDI, underrepresented groups and protected characteristics. So we can on see this as having a positive impact on the organisation.</p>  <p>www.oxford.gov.uk</p>	Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.
	Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>We don't currently have any agencies that specialise in EDI, underrepresented groups and protected characteristics. So we can on see this as having a positive impact on the organisation.</p>	Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.

<p>Religion or Belief</p> <p>213</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p> <p>www.oxford.gov.uk</p>	<p>We don't currently have any agencies that specialise in EDI, underrepresented groups and protected characteristics. So we can on see this as having a positive impact on the organisation.</p> 	<p>Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.</p>
<p>Sex</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p>We don't currently have any agencies that specialise in EDI, underrepresented groups and protected characteristics. So we can on see this as having a positive impact on the organisation.</p>	<p>Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.</p>

Sexual Orientation 214	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>We don't currently have any agencies that specialise in EDI, underrepresented groups and protected characteristics. So we can on see this as having a positive impact on the organisation.</p> 	<p>Insight: We are conducting research work on local and national specialist recruitment agencies to support this procurement.</p>
Socio-economic inequalities such as: - income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Local agencies will be sought as well as national</p> <p>Agencies will need to adhere to the Oxfordshire Living wage</p> <p>Pay gap data will be sought from agencies where possible.</p>	
Other						

(voluntary consideration) For example: Migrant, refugee, or asylum seekers.	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Other For example: - Unpaid carers - Prison population - Homeless population -Council suppliers & contractors -Cabinet Members	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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Section 5: Conclusion(s) of your Full Impact Assessment

22.	Conclusions. Check as needed.				
<input type="checkbox"/>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="168 1109 571 1369" style="background-color: #e1f0f8; text-align: center; vertical-align: middle;"> <input type="checkbox"/> Stop and reconsider the activity. </td> <td data-bbox="571 1109 1310 1369" style="background-color: #e1f0f8; text-align: center; vertical-align: middle;"> <input type="checkbox"/> Adjust activity before beginning the activity and continue to monitor. </td> <td data-bbox="1310 1109 1758 1369" style="background-color: #e1f0f8; text-align: center; vertical-align: middle;"> X No major change(s) or adjustments and continue with activity but continue to monitor. </td> <td data-bbox="1758 1109 2161 1369" style="background-color: #e1f0f8; text-align: center; vertical-align: middle;"> <input type="checkbox"/> No major change(s) or adjustments and continue with the activity. No need to monitor in the future. </td> </tr> </table>	<input type="checkbox"/> Stop and reconsider the activity.	<input type="checkbox"/> Adjust activity before beginning the activity and continue to monitor.	X No major change(s) or adjustments and continue with activity but continue to monitor.	<input type="checkbox"/> No major change(s) or adjustments and continue with the activity. No need to monitor in the future.
<input type="checkbox"/> Stop and reconsider the activity.	<input type="checkbox"/> Adjust activity before beginning the activity and continue to monitor.	X No major change(s) or adjustments and continue with activity but continue to monitor.	<input type="checkbox"/> No major change(s) or adjustments and continue with the activity. No need to monitor in the future.		
23.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="168 1369 571 1481" style="background-color: #e1f0f8;">Please explain how you</td> <td data-bbox="571 1369 2161 1481">The conclusion is that our approach will support the organisation in improving the diversity of the</td> </tr> </table>	Please explain how you	The conclusion is that our approach will support the organisation in improving the diversity of the		
Please explain how you	The conclusion is that our approach will support the organisation in improving the diversity of the				

<p>have reached your conclusions above.</p>	<p>workforce as part of a broader plan as we have not addressed inclusion in procurement of agencies previously.</p>
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Section 6: Monitoring and review plan.

The responsibility for maintaining a monitoring arrangement of the EqIA action plan lies with the service/team completing the EqIA. These arrangements must be built into the performance management framework such as KPIs or Risk Registers.

<p>24. Who or which team or service area will be responsible for monitoring equalities impact?</p>	<p>People Service Team, including Organisational Development Manager and EDI Specialist.</p>
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25.	<p>For example- - team, -directorate, -service area, -Equalities Steering Group,etc.</p>			
	<p>Who (individual, team, or service area) will be responsible for carrying out the EqIA review?</p>	Melissa Hope, Organisational Development Manager, and Sobia Afridi, EDI Specialist.		
26.	<p>How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.</p>	Every 6 months? Once per quarter	<p>Date when the EqIA will be reviewed again.</p>	31/08/25

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Section 7: Sign-off

Name: Melissa Hope

Job Title: Organisational Development Manager

Signature:
MAHope

Name: Full Name

Name: Sobia Afridi

Job Title: EDI Specialist

Signature:

Name: Full Name

Name: Gail Malkin

Job Title: Head of People Services

Signature:

Name: Full Name

Suggested list of people to include are:

- 1) Project lead/manager.
- 2) Head of service area or team.
- 3) Person who completed the EqIA.
- 4) EDI Lead.
- 5) EDI Specialist.

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

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Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

You have now reached the end of the assessment.

 **Please append this to any reports and project files for reference.**

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