

## 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	<b>NEW-</b> 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.	<b>Name of activity being assessed.</b> New Positive Action Policy	2.	<b>The implementation date of the activity under consideration:</b>	July 2025	
3.	<b>Directorate/Department(s):</b>	FORMTEXT People Services	4.	<b>Service Area(s):</b>	People Services
5.	<b>Who is (are) the assessment lead(s):</b> <b>Please provide:</b> -Name -Email address	Sobia Afridi Safridi@oxford.gov.uk	6.	<b>Contact details, in case there are queries:</b> <b>Please provide:</b> -Name -Email address	Error! Bookmark not defined.
7.	<b>Is this a new or ongoing EqlA?</b>	New as it is a new policy <input type="checkbox"/>  <input type="checkbox"/>	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.	<b>Date this EqlA started:</b>	25/4/25			
10.	<b>Will this EqlA be attached to <a href="#">Corporate Management Team (CMT)</a> reports/updates, which will be published online?</b>	Will be attached to the cabinet report can be published if required.	11.	<b>Give a date (tentative or otherwise) when this assessment will be taken to the CMT.</b>	Policy has been taken to CLT 7/4/25


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

12.	<b>Type of activity being considered:</b>  Check the most appropriate.	<input type="checkbox"/> Budget	<input type="checkbox"/> Decommissioning	<input type="checkbox"/> Commissioning	<input type="checkbox"/> Change to an existing activity.
		<input checked="" type="checkbox"/> New Activity	<input type="checkbox"/> Others. Please specify:		
13.	<b>Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil?</b>  Please check as needed.	<input type="checkbox"/> Good, affordable homes N/A	<input type="checkbox"/> Strong, fair economy N/A	<input type="checkbox"/> Thriving Communities N/A	<input type="checkbox"/> Zero Carbon Oxford N/A  <input type="checkbox"/> Well run council Yes
14.	<b>Which priority area(s) within <u>Oxford City Council's Equality, Diversity &amp; Inclusion Strategy (2022)</u> does this activity fulfil?</b>  Please check as needed.	<input type="checkbox"/> Responsive services and customer care.  N/A	<input type="checkbox"/> Diverse and engaged workforce.  Yes	<input type="checkbox"/> Leadership & organisational commitment.  N/A	<input type="checkbox"/> Understanding and working with our communities.  N/A
15.	<b>Outline the aims, objectives, &amp; priorities of the activity being considered.</b>	Promote equity by providing a process for supporting equal opportunities for all individuals regardless of their background. Enhance diversity of the workforce and foster a diverse working environment that reflects the community we serve. Improve representation by supporting opportunities for under-represented groups in each service area.			

<p><b>16. Please outline the consequences of not implementing this activity.</b></p> <p><b>For example,</b></p> <ul style="list-style-type: none"> <li>-Existing activity does not fulfill Corporate Objectives,</li> <li>-existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.</li> </ul>	<p><b>Inequality:</b> Existing barriers and biases may persist, resulting in unequal opportunities and treatment for certain groups.</p> <p><b>Reduced Innovation:</b> Diverse teams are known to drive innovation and creativity. A lack of diversity can stifle new ideas and perspectives.</p> <p><b>Poor Reputation:</b> Organisations that fail to promote equality and diversity may suffer reputational damage, affecting their ability to attract talent and customers.</p> <p><b>Low Morale:</b> Employees or members of the community may feel undervalued and disengaged, leading to lower morale and productivity.</p>
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### Section 3: Understanding service users, residents, staff and any other impacted parties.

<p><b>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</b></p> <p><b>Please provide details—</b></p> <ul style="list-style-type: none"> <li>-when,</li> <li>-how many, and</li> <li>-the approach taken.</li> </ul>	<p>The policy was taken to the following groups: Corporate Leadership Team The Trade Unions Staff Networks</p> <p>The policy has been received positively.</p>
<p><b>18. List information and data used to understand who your residents or staff are and how they will be impacted.</b></p> <p><b>These could be-</b></p> <ul style="list-style-type: none"> <li>-third-party research,</li> <li>-census data,</li> <li>-legislation,</li> <li>-articles,</li> <li>-reports,</li> </ul>	<p>We have reviewed a range of data to include: Data from our Annual Workforce Report Data for the workforce profile for senior roles at Grade 11 Impact of the positive action management development programme, Aspiring Managers The data shows that there is still work to be done around increasing the diversity of the workforce so that it better represents the communities we serve and improving representation of women, people from minority ethnic groups and those with a disability at senior levels. Actions will include more targeted work to build inclusive recruitment practices. The implementation of a Positive Action Policy will support this work and outline the Council's commitment to diversity and inclusion.</p>

	-briefs.	<p>The Workforce Equalities report has highlighted we have significant gaps in representation of certain groups at senior levels of the organisation. Positive action is a way of tackling inequity and improving diversity in management and leadership roles. By helping people at the start of their careers we can set them on the right path to becoming leaders of the future.</p> <p>When we look at our workforce profile in the latest Workforce Equalities report, we can see that:</p> <ul style="list-style-type: none"> <li>• Around 60% of the workforce is female but only 50% of senior roles are occupied by women</li> <li>• Around 14% of the workforce is from a minority ethnic background but only 9% of senior roles are occupied by employees from minority ethnic groups.</li> <li>• Around 12% of the workforce have a disability but only 2% of senior roles are occupied by those with a disability</li> </ul> <p>We have already seen success with a number of promotions from the Aspiring Managers programme (a positive action initiative) and there are benefits to all of those who have attended. Also, this initiative has sent important messages to other staff. The impact has been very positive.</p>
19.	<p>If you have not done any consultations or collected data &amp; information, are you planning to do so in the future?</p> <p>Please list the details –</p> <ul style="list-style-type: none"> <li>-when,</li> <li>-with whom, and</li> <li>-how long will you collect the relevant data.</li> </ul>	<p>N/A</p> 

#### Section 4: Impact analysis.

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

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

21.	<p><b>Does the activity impact positively or negatively on any protected characteristics as stated within Equality (Act 2010)?</b></p> <p>As mentioned above in point 18 we have done are research into workforce data. This policy is to encourage protected characteristics to apply to the council.</p>					
Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Workforce report shows the average employee age is 45, the same as last year and in line with the local population where, at 34% of the total population, the 35-49 age band of Oxford residents is the largest. The largest employee group is the 51-60 age band.	Continue to monitor workforce profile.


<b>Disability</b>  <b>(Visible and invisible)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>10.2% of the workforce declared a disability, a small decrease from last year at 10.4%. This compares well to the local population of 9.2%. Employees with a disability are well represented at lower grades and at senior grades representation has increased from 2% to 5% in 2024. Positive action will help to tackle under-representation at senior levels.</p>	Continue to monitor workforce profile.
<b>Gender re-assignment</b>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>When we look at employee numbers, they are very small. This is not shown in the workforce report. It is not appropriate to report the data because of the small group size.</p>	The Council's approach to inclusion will support all employee groups.
<b>Marriage &amp; Civil Partnership</b>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<p>We do not monitor this data.</p>	The Council's approach to inclusion will support all employee groups.
<b>Race, Ethnicity and/or Citizenship</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The Workforce Equality report shows that employees from minority ethnic groups is 14%. The proportion of people from minority ethnic groups</p>	<p>Positive action can help to tackle under-representation.</p> <p>We will establish clear, objective criteria for</p>

1010					<p>applying for jobs has increased from 32% to 39.8%. The proportion appointed has increased to 18.5% from 14% last year. Ethnic minority representation in management roles has increased from 9% to 10% (21% managers have not declared their ethnicity). Census data puts the economically active population from ethnic minority groups at 27.7%.</p> <p>Employees from the majority ethnic group (white) may feel disadvantaged. It is possible that white employees or candidates for jobs may not have as many opportunities.</p>	<p>positive action and it will be evidence led.</p> <p>We will monitor the outcomes of any positive action</p>
<b>Pregnancy &amp; Maternity</b>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<p>We do not monitor this data.</p>	<p>The Council's approach to inclusion will support all employee groups.</p>



<div>1011</div> <div>Religion or Belief</div>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<p>34% of the workforce has declared as Christian compared with 41% in Oxford. 29.1% is atheist/humanist/no belief compared to 40% in Oxford and 28.2% of employees have not provided information. 4.4% of the workforce has chosen other, 2.1% is Muslim (Oxford 7.2%) and 0.5% Sikh (Oxford 0.4%).</p>	
<div>Sex</div>	<input checked="" type="checkbox"/> Female	<input checked="" type="checkbox"/> Male		<input type="checkbox"/>	<p>Over half of the workforce are women (60%) which is around 10% above that of the population of Oxford at 50.1%. However, women are not represented at the same level in senior roles at grade 11 and above.</p> <p>Positive action in favour of women may disadvantage</p>	<p>We will establish clear, objective criteria for positive action and it will be evidence led.</p> <p>We will monitor the outcomes of any positive action.</p>

					men and male employees may feel this.  Male employees may not have as many opportunities.	
1012  <b>Sexual Orientation</b>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	Workforce report shows: 4.2% of the workforce identifies as bisexual, lesbian or gay. The 2021 census data indicates that 4.7% of economically active residents in Oxford identify as bisexual, lesbian and gay. We have started to collect data on non-binary and trans staff but it is likely that individuals may feel reluctant to share this data before they learn about the organisation's culture	The Council's approach to inclusion will support all employee groups.
<b>Socio-economic inequalities such as:</b>  - income and factors that impact income. -access to jobs  This was voluntarily adopted by <a href="#">Oxford City Council on the 13<sup>th</sup> of March 2024.</a>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	The policy demonstrates a commitment to diversity and inclusion and may encourage other groups to apply for posts at the Council. Individuals will see it as a positive step to diversify our workforce.	The Council's approach to inclusion will support all employee groups.

<b>Other (voluntary consideration)</b>  <b>For example:</b> Migrant, refugee, or asylum seekers.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	 <b>OXFORD CITY COUNCIL</b>	
<b>Other</b> <b>For example:</b> <ul style="list-style-type: none"> <li>- Unpaid carers</li> <li>- Prison population</li> <li>- Homeless population</li> <li>- Council suppliers &amp; contractors</li> <li>- Cabinet Members</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		


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

22.	<p><b>Conclusions.</b> Implementation of a positive action policy is crucial for fostering an inclusive, diverse, and equitable work environment. A positive action policy will help to address inequity, promote innovation, and improve the Council's reputation as an inclusive employer. By setting clear aims, objectives, and priorities, and addressing potential barriers, we can create a more supportive and dynamic environment that benefits everyone.</p>						
	<input type="checkbox"/>	Stop and reconsider the activity.	<input type="checkbox"/>	Adjust activity before beginning the activity and continue to monitor.	<input checked="" type="checkbox"/>	No major change(s) or adjustments and continue with activity but continue to monitor.	<input type="checkbox"/>
<div> <div>0</div> <div> <div>23.</div> <div> <p><b>Please explain how you have reached your conclusions above.</b></p> <p>We have reached this conclusion by analysing the potential benefits of implementing a positive action policy and balancing these with the negative consequences of not having a policy. Here is a breakdown of the reasoning:</p> <p><b>Benefits of Implementation:</b></p> <p><b>Promotes Equity:</b> Ensures everyone has equal opportunities.</p> <p><b>Enhances Diversity:</b> Creates a more inclusive environment.</p> <p><b>Improves Representation:</b> Helps underrepresented groups gain visibility and opportunities.</p> </div> </div> </div>							

## 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.

24.	<p>Who or which team or service area will be responsible for monitoring equalities impact?</p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>- team,</li> <li>-directorate,</li> <li>-service area,</li> <li>-Equalities Steering Group,etc.</li> </ul>	<p>People Services, Sobia Afridi</p> 		
25.	<p>Who (individual, team, or service area) will be responsible for carrying out the EqIA review?</p>	<p>Sobia Afridi</p>		
26.	<p>How often will the equality impact be reviewed for this activity?</p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>-quarterly,</li> <li>-yearly, etc.</li> </ul>	<p>Yearly</p>	<p>27.</p> <p>Date when the EqIA will be reviewed again.</p>	<p>July 2026</p>

## Section 7: Sign-off

Name:

Job Title:

Signature:

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Name: **Gail Malkin**

Job Title: Head of People

Signature:

*G. Malkin*

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Name: Full Name

Job Title: Type here

Signature:

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Name: Sobia Afridi

Job Title: EDI Specialist

Signature:

Sobia Afridi

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### 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.
- 6) For joint projects, please consider the following:
  1. Other project leads
  2. Other service area and/or team lead/managers.

**This is not an exhaustive list.**

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**You have now reached the end of the assessment.**

 Please appended this to any reports and project files for reference.

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