

Step	Process
<p><b>1. Identify the aims of your project/ initiative/ strategy/ programme/plan (hereafter referred to as “initiative”)</b></p>	<p>To begin the assessment process, you must have a clear understanding of the initiative you want to develop.</p> <ul style="list-style-type: none"> <li>▪ What is the purpose of the proposed initiative (or the changes you want to make to an existing initiative)?</li> <li>▪ What are the specific outcomes you hope to see from the proposed initiative?</li> <li>▪ What criteria will you use to measure progress towards these outcomes?</li> <li>▪ What impact will the initiative have on for example, jobs or the ways you deliver your services?</li> <li>▪ How will the proposed initiative be put into effect?</li> </ul>
<p><b>2. Screening the proposed initiative</b></p>	<p>You now need to conduct an initial screening of your proposed initiative to assess the impact under your equality and diversity duties to eliminate unlawful discrimination, promote equality of opportunity, and promote positive attitudes.</p> <p>👉 To carry out this initial screening you must have a minimum amount of up-to-date and reliable data on the groups relevant to the area/s affected by the initiative</p> <p>You need to answer the following questions:</p> <ul style="list-style-type: none"> <li>☞ Is there any reason to believe that certain groups of people could be affected differently by the proposed initiative, for example in terms of access to a service, or the ability to take advantage of proposed opportunities on the grounds of their ethnicity, gender, disability, age, religion or belief, sexual orientation?</li> <li>☞ Is there any evidence that any part of the proposed initiative could discriminate unlawfully, directly or indirectly, against some groups – e.g. disabled people, ethnic minority groups etc?</li> <li>☞ Is the proposed initiative likely to affect relations between certain groups, for example because it is seen as favouring a particular group or denying opportunities to another?</li> </ul> <p>If you have answered ‘yes’ to any of the questions above, the proposed initiative will be relevant to your</p>

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	<p>responsibilities under the equality duties. Make sure you are clear about which equality strand(s) the initiative is relevant to<sup>1</sup>. You should also consider whether the potential positive impact or risk of adverse impact is sufficiently significant to warrant undertaking a <b>full impact assessment (step 3)</b>.</p> <p>If you conclude that the proposed initiative has no obvious impact and is not relevant to any equality duty, you should make sure this is recorded. However, you should monitor the initiative to ensure this is actually the case.</p>
<p><b>3. Gathering detailed data</b></p>	<p>The validity of your full impact assessment will depend on the quality of the information you use. The aim should be to establish a reliable and extensive database of information on racial groups</p> <ul style="list-style-type: none"> <li>▪ Does the relevant data you have, capture all the information you need about the areas upon which your initiative may impact, or do you need to improve the baseline data on e.g. the gender pay gap?</li> <li>▪ Do you need additional information about the different groups of people to help inform your initiative?</li> <li>▪ Is the additional quantitative and qualitative information already readily available? - e.g. on the East of England Observatory</li> <li>▪ Is the information up-to-date, relevant and reliable?</li> <li>▪ Is the available information sufficiently detailed to permit analysis of differential impact on different groups?</li> <li>▪ If you need further data to assess the likely impact, where will you get it from? e.g. specially commissioned qualitative or quantitative surveys or consultation exercises designed to fill gaps in the information about certain groups?</li> <li>▪ Who will be responsible for pulling together all the information needed in the required format? i.e. in a way so that inferences can be drawn on the likely effects of the proposed initiative on different racial groups.</li> </ul>
<p><b>4. Assessing the likely impact</b></p>	<p>This stage lies at the heart of the impact assessment process. It involves systematically appraising the proposed initiative against all the information and evidence and assessing whether the initiative is likely to have significantly negative consequences for a particular group or groups.</p> <ul style="list-style-type: none"> <li>▪ Does your analysis of the proposed initiative indicate possible adverse impact on some groups?</li> <li>▪ If your analysis of the information shows that the disparities between for example, different racial groups or disabled and non-disabled people are statistically significant, can this be explained by factors other than race/disability?</li> </ul>

<sup>1</sup> Race, gender, disability, age, religion or belief, sexual orientation

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	<ul style="list-style-type: none"> <li>▪ Could the proposed initiative lead to unlawful <u>direct</u> discrimination, i.e. people being treated less favourably purely on grounds of their race/disability/gender etc? <b>If yes, you must abandon it straightaway</b> and look for different ways of achieving your initiative aims; direct discrimination can never be justified.</li> <li>▪ Could the proposed initiative lead to unlawful <u>indirect</u> discrimination? (e.g. the initiative is applicable to everyone but it inadvertently disadvantages a particular age group). If yes, does the initiative's potential for indirectly discriminating against some groups appear to be justifiable at this stage? – e.g. there is already alternative provision for younger people, but an under-provision for the over 50's?</li> </ul>
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<p><b>5. Consider alternative measures</b></p>	<p>If the proposed initiative is likely to be unlawfully discriminatory, you should look for other ways of achieving your aims, or be sure you can justify the decision to proceed with the initiative.</p> <ul style="list-style-type: none"> <li>▪ Are there aspects of your initiative that could be changed to reduce or remove adverse impact on a particular group, without affecting the initiative's overall aims?</li> <li>▪ Will you seek to justify the initiative, as originally proposed, in spite of its potential for affecting some groups adversely, because of its importance? i.e. the reasons have nothing to do with race/gender/age/disability etc., and the social and economic benefits far outweigh any potentially discriminatory effect.</li> </ul> <p>👉 Note: if you choose the second option you should be satisfied that: (i) you have a strong case; (ii) that your reasons cannot be construed as contravening EEDA's equality duties; (iii) that you were unable to find other ways of achieving your initiative aims. You are also advised to take legal advice.</p>
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<p><b>6. Consulting on the initiative</b></p>	<p>Consulting people who may be affected by your initiative provides an opportunity to obtain feedback on your proposals before final decisions are made. Consultations must be proportionate and appropriate.</p> <p>In deciding who to consult and the methods to be adopted, you should ask the following questions:</p> <ul style="list-style-type: none"> <li>▪ Who are the groups, organisations and individuals most likely to be affected by the proposed initiative, directly and indirectly?</li> <li>▪ What methods of consultation are most likely to succeed in attracting the organisations and people you want to reach?</li> </ul> <p>In reaching your decisions consider the following:</p>
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	<ul style="list-style-type: none"> <li>▪ The consultation methods should be tailored to the groups you want to reach; consider using focus groups to explore issues in greater detail with a few individuals, written questionnaires or interview surveys to access a wider audience, setting up representative lay advisory groups for regular discussion and consultation.</li> <li>▪ The process should be properly planned with: (i) clear objectives; (ii) named person responsible; (iii) clear explanations of purpose and process for consultees, including translating the consultation materials, where necessary; (iv) the timescale should provide the consultees with sufficient time to digest the information they are being given and adequate time to respond; v) the arrangements for responding to the views put forward by the consultees.</li> </ul>
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<p><b>7. Making a decision on the initiative</b></p>	<p>With the results of the consultation in place, you will now be in a position to decide whether to adopt the initiative and if so, in what format.</p> <p>Your decision will be based on four important factors: (i) the aims of the initiative; (ii) the evidence you have gathered; (iii) the results of your consultations; and (iv) the relative merits of any alternatives put forward.</p> <p>In making your final decision you should address the following questions:</p> <ol style="list-style-type: none"> <li>a. Does the full assessment show that the proposed initiative will have an adverse impact on a particular group (or groups)?</li> <li>b. Is the proposal likely to make it difficult to promote equal opportunities or positive attitudes or foster good relations between different groups?</li> <li>c. If the answer to both (a) or (b) is 'yes', can the initiative be revised, or additional measures taken, so that it achieves its aim but without risking any adverse impact?</li> <li>d. In considering revising the initiative, can any of the findings of the consultation process be utilised?</li> <li>e. Given the final picture, will you abandon the initiative or go ahead with it? If you are going ahead, what will the final initiative look like?</li> </ol> <p>If you are considering proceeding with a initiative which you know is likely to have adverse impact on some groups, e.g. it is indirectly discriminatory, you must first satisfy yourself of the following:</p> <ul style="list-style-type: none"> <li>▪ the initiative is essential in order to carry out your functions</li> <li>▪ you were unable to find another way of achieving the aims of the initiative that had a less discriminatory effect</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ you believe that the means you have employed to achieve the aims of the initiative are proportionate, necessary and appropriate</li> <li>▪ the benefits far outweigh any potential discriminatory effect</li> </ul> <p>Make sure you keep a record of your conclusions at each stage of the decision-making process, and bring your conclusions together in an equality impact assessment report. The report should clearly show the relative weight given to each type of evidence: monitoring data, research findings, other statistics, and the results of your consultations. You can then explain the reasons for the decision reached, and make recommendations on how to put the initiative into practice, including suggestions for training and monitoring.</p>
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<p><b>8. Monitoring the initiative</b></p>	<p>You will only know the actual impact of the initiative once it is put into operation. This means you will have to monitor it regularly to know what is happening in reality. You must therefore make arrangements to monitor initiatives for any adverse impact. Equality monitoring reports should be published each year.</p> <p>You need to decide:</p> <ul style="list-style-type: none"> <li>▪ If the initiative should be given a trial run, to see how or whether it actually affects different groups.</li> <li>▪ How the initiative will be monitored once it becomes operational, i.e. who will be responsible for the monitoring, what sort of data will be collected, how will it be collected, how often will it be collected and how often will it be analysed?</li> <li>▪ How the effects of the initiative on promoting equality will be monitored, i.e. what assessment criteria will be used</li> <li>▪ How will any concerns be taken into account in any review of the initiative, i.e. how will any problems be addressed?</li> </ul>
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<p><b>9. Publishing the results</b></p>	<p>A summary of the results of the assessments and any consultations carried out should be published by EEDA each year. The aim is to be open about the way decisions are made and to be answerable to the public.</p> <p>In writing your full impact assessment, it is suggested you follow the structure below:</p> <ul style="list-style-type: none"> <li>▪ A description and explanation of the proposed initiative, putting it in its wider strategic and legislative</li> </ul>
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	<p>context</p> <ul style="list-style-type: none"> <li>▪ A brief explanation of how the initiative was assessed for its likely effects on different groups, with clear references to the information and research used as a benchmark</li> <li>▪ A brief description of the consultation methods used, and a summary of the overall findings</li> <li>▪ The conclusions reached through the assessment and consultation as to the likely effects of the proposed initiative, being clear about which equality strand(s) it relates to</li> <li>▪ Any modifications of the initiative introduced as a result of the assessment and consultation, or alternative or additional measures</li> <li>▪ An explanation of whether and how the revised initiative differs from the original proposal</li> <li>▪ A statement of the plans for monitoring the initiative when it is put into effect</li> </ul>
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