Equalities Impact Assessment Toolkit

Procedure and Guidelines for conducting Assessments on Policies and Functions

“All you need to know about how to undertake an Equalities Impact Assessment of your service – and why it’s important”

First Issued: Apr 2003
Last Revised: Jan 2004
Introduction

This toolkit has been produced to help Lewisham’s services undertake comprehensive and robust equalities impact assessments of all their policies, procedures and practices. It can also help to undertake reviews of services and functions such as those required under the Race Equality Scheme and the equality aspects of Best Value Reviews.

It tells you:-

- **How** to conduct an impact assessment – a step by step process
- **Who** is responsible and at what level for impact assessments
- **Who** can help with information and support
- **How** you can communicate and consult with hard to reach groups

You can use the toolkit to assess whether the policies which guide your work, the procedures you operate and the day to day working practices you have developed are likely to have a positive or negative impact on different groups within our diverse community. And having made this assessment you can take action to **prevent** direct and indirect discrimination and **positively promote** positive and harmonious community relations.
The importance and value of Equalities Impact Assessments

What is an Equality Impact Assessment?

It is the process of systematically analysing a proposed or existing policy or strategy to identify what effect, or likely effect will follow from the implementation of the policy for different groups in the community. Similarly it can be the process for analysing the impact of a service or function on different groups in the community.

Equality Impact Assessments are concerned with anticipating and identifying the equality consequences of particular policy initiatives and ensuring that as far as possible any negative consequences for a particular group or sector of the community are eliminated, minimised or counterbalanced by other measures.

Why undertake equalities impact assessments?

- It’s good practice – and necessary if we are to deliver our own ambitious equalities agenda for Lewisham

Impact assessments will help us drive forward the equalities agenda locally and with our partners. Lewisham’s diversity is one of its strengths and as a Council we are committed to drawing on the diversity of our community to create a more inclusive community. The benefits of impact assessment include:-

- Helping identify whether we are excluding certain groups from any of our services
- Helping identify direct or indirect discrimination
- Assisting us in considering alternative policies or measures that might address any adverse impact
- Helping mainstream equality in our policies and practices
- Helping us target resources more effectively

- It’s a statutory requirement

The Race Relations (Amendment) Act 2000 requires local authorities to promote race equality in policy making, service delivery, regulation and enforcement and employment. The 3 key elements in promoting race equality are:-

- Eliminating discrimination
- Promoting equality of opportunity
- Promoting good race relations
Councils must assess which of their policies and functions are relevant to race equality and set out how they will:-

- Monitor policies for any adverse impact on race equality
- Assess and consult on the likely impact on proposed policies
- Make sure the public have access to information and services
- Train their staff in relation to the duty

The results of Lewisham’s assessment are set out in full in our Race Equality Scheme with a 3 year programme of assessments, linked, wherever possible, to the Best Value Review process.

The requirement to conduct impact assessments of proposed and existing policies and service functions for any adverse impact on race equality is a specific requirement of the Act. Following the impact assessment the results must be published and the agreed actions implemented with their delivery monitored.

But we aren’t carrying out the impact assessments just to meet our Race Relations (Amendment) Act duties – we want to use them as a tool to change outcomes and make a real difference to people’s lives. By doing this we will comply with both the detail and the spirit of the legislation.

So while the specific statutory requirement only relates to race, we want to ensure that our policies and practices do not discriminate against any group within our community, and that we seize every opportunity to promote equality of opportunity and good community relations. Our impact assessments will therefore address gender, disability, sexual orientation, age and religion as well as race, supporting the delivery of our Comprehensive Equalities Policy.

In doing this we will be ensuring that we are working within the other statutory equalities drivers – the Disability Discrimination Act, the Sex Discrimination Act, European Directives on sexual orientation, age and religion and the Equalities Standard for Local Government.

- **It will help us deliver other key national and local agendas**

The work we do on impact assessment will feed into – and enhance – a wide range of other national and local priorities including:-

- **Best Value** – if our services are to be of the highest quality, which is the aim of Best Value, they need to be provided in a way which ensures that they are meeting the diverse needs of all service users. Impact assessment will be an integral part of all future Best Value Reviews.

- **Service and Business Planning** – actions identified within impact assessments will feed into a range of council plans at all levels including Service Business Plans, Directorate Service Strategies, the Best Value Performance Plan and our many statutory plans.
- **Social inclusion** - The outcomes of impact assessments will support our work on social inclusion feeding into the Neighbourhood Renewal Strategy, Community Strategy and our work with key partners on the Local Strategic Partnership

Make sure you consider impact assessment at an early stage in the development of your policy so that it can be fully incorporated into any decisions you make – and not just a bolt-on at the end. Working in this way helps us integrate and mainstream equalities into our work. Likewise, when reviewing the effectiveness and performance of your service you can use this procedure and guidance to identify equality issues and opportunities as an integral part of your review

**Accountability and Responsibility**

At the back of this procedure, there is a schedule of responsibility. All officers, as well as members of the council, have some degree of responsibility for ensuring that Equality Impact Assessments are conducted. Whenever a review of a function or service is proposed or required and whenever a new policy or strategy is developed the managers responsible for that service are accountable for the Equality Impact Assessment. When reports for decision are submitted to Mayor and Cabinet or Directorate Management Teams for consideration, the Mayor, Cabinet Members and Executive Directors will be expecting to see the results of the impact assessments in the reports.

However, it recognised that the journey to equality cannot achieve everything at once. Managers should do the best they can with the time, information and resources available to them. Equality Impact Assessments may identify things that you cannot solve now, but will nevertheless provide information to help with longer term planning. New information may also come to light at a later stage, so it is important not to draw a line after the completion of the assessment, but to be open to the need for review and constant improvement.
Section 2 How to conduct an impact assessment
Steps in undertaking an Equality Impact Assessment

1. Decide who will contribute to the Equality Impact Assessment

Identify the people who will lead and be responsible for undertaking the Equality Impact Assessment and other people who will contribute to the assessment. Try to get a balance of skills and experience as well as mix of staff at different levels – for example you could include some ‘front line staff’ (who deal with our customers face to face every day) to get their perspective. The assessment team needs enough knowledge of the service to make valid judgements, but needs to be as objective as possible.

For some assessments, particularly smaller ones, it may be more appropriate to have a “virtual team” with one or two people taking responsibility for the review but drawing on the knowledge and expertise of others as and when necessary. Nevertheless, it is important to consider right at the start of the review who you will need to involve so that they can plan and prepare.

Try to avoid duplication of purpose by undertaking the assessment as part of another review. For example, if you are undertaking a Best Value Review or reviewing your service plan, the same team could undertake the impact assessment at the same time.

2 Identify aims/objectives and purpose of policy

The aims and objectives of the policy you are assessing need to be clearly stated and documented at the outset of an Equality Impact Assessment. So set out what you want the policy to achieve and how it will achieve it. If you are assessing a service or function be clear about the purpose and function of the service (i.e. its aims) as well as how the service operates (its objectives).

**Aims** are the general statements about what you want the policy to achieve or the purpose and function of the service.

**Objectives** are more specific statements setting out what you will do to achieve your aims.

3 Assess relevance

Determine and record the degree of relevance that the policy may have to equality legislation i.e.

- The Race Relations Act
- The Race Relations (Amendment) Act, in particular the general duty to promote race equality
Consider the degree of relevance to issues of Best Practice in the following equality categories:

- Gender
- Race
- Disability
- Age
- Sexual orientation
- Religion and belief systems similar to religious beliefs

4 Identify the scope/focus of the Equality Impact Assessment

A crucial aspect of the review is the strength of the scoping.

The key questions you want to address – and answer – are

*Could this policy/process/service affect some groups in society differently?*

*Will it promote equal opportunities?*

To do this determine the potential equality issues and factors that will form the focal point of the assessment.

These should include:

[1] Does the policy or its implementation break the law – or have the potential to break the law? Which law?

- The Race Relations Act
- The Race Relations (Amendment) Act, in particular the general duty to promote race equality
- The Disability Discrimination Act
- The Sex Discrimination Act
- The Equal Pay Act
- The Human Rights Act
- Other Acts of Parliament, Circulars, Codes or Practice or Case Law concerning equality that apply to the service or policy under review
Does the policy or function indirectly discriminate on grounds of
- race?
- gender?
- disability?
- age?
- sexual orientation?
- religion or belief?

In assessing indirect discrimination consider:

- Does the policy in its intention or implementation target or exclude a specific equality category – is this justified?

- Does the policy in its intention or implementation affect some equality categories disproportionately? Is this justified?

- Is the policy likely to be equally accessed by all equality categories? If not, can this be justified?

- Are there barriers that might inhibit access to the service or benefits of the policy? Consider:
  - Communication and information - e.g. will information about the service/policy be available in alternative formats, will disabled people be able to easily contact and communicate with the service?
  - Physical access - e.g. can disabled people access the service?
  - Location/geography - e.g. is the service located in an area accessible to the equality categories that it serves?
  - Sensitivity – e.g. is the service function/policy sensitive to the needs and cultures of the equality categories e.g. religious needs?
  - Restrictive factors e.g. are there any restrictive factors in relation to the policy that might lead to a negative impact for some or all equality categories e.g. national legislation that takes precedent over equality legislation such as Asylum and Immigration Legislation, statutory charging structure etc.?

Take a proportionate approach – assessing the equalities impact of the policy should be proportionate to the likely impact of the policy itself. Issues you should consider include: - the number of people likely to be
affected; the size of the budget/amount of money involved; the extent of the proposed change and the wider public policy implications. This means you will assess more rigorously policies which are likely to have significant impact on our local community.

5 Assess and/or undertake relevant data and research

Managers need to decide and document what data and/or monitoring information is to be examined in order to make a judgment about the impact of the policy upon the equality categories and groups within them.

Data sources to be considered should include:

- quantitative data – data that provides numerical information e.g. population figures, number of users/non – users, other Census data

- qualitative data - data that furnishes evidence of peoples perceptions/views of the service/policy e.g. analysis of complaints, outcomes of focus group discussions, customer or public surveys, residents surveys, demographic data on local population

The review team should clearly identify and document gaps and inadequacies in data, explain how these will be addressed and how future impact will be monitored.

Resources to help with data/information

The council publishes a wide range of data and information, much of which can be disaggregated by equalities groups. Your performance/information officers should be able to help you to access much of this. Further information is published by the council, either on the intranet or in hard copy. This includes Borough and Ward Profiles that will give you demographic information. Your own performance data should also help; your directorate performance officers can help you to access any other relevant performance data that you may need.

When seeking new information/data, you should follow the council’s Equalities Monitoring Guidelines.

6 Assess and/or undertake consultation

Equality Impact Assessments must be informed by consultation – if you have relevant recent consultation data you can use that. If you do not then you will have to undertake consultation as part of the assessment process.
Those who are likely to be directly affected by the policy should be consulted i.e.

- users and potential service users from equality groups
- appropriate staff
- relevant interest groups

Consider the following prior to undertaking consultation:

a) Review the results of previous consultation exercises to see if we already have recent relevant consultation data. If we do have such data, analyse whether there are any gaps - how could consultation best be focussed to plug any gaps in existing information? Ensure that you use information that is relevant and not out of date. [Remember that some information dates quickly and other information has long a shelf life – if in doubt check this out with others, perhaps your directorate consultation or equalities lead officers or your head of performance.]

b) consider whether others in the Council may want to undertake consultation and, where possible, look for “synergies” e.g. is there a Best Value consultation exercise, Citizen’s Panel event you can link with?

c) Decide on the focus of the consultation (refer back to scope/key issues/factors of Equality Impact Assessment in paragraph 4). The extent of the consultation exercise should be in proportion to the effect that the policy is likely to have.

d) Decide which equality categories may be affected by the policy and should therefore be consulted. In most cases this may well be all equality categories.

e) It is important to remember that equality categories are not homogenous – you may need to consult more than one group in each equality category e.g. you may need to consult with a number of ethnic minority communities or different impairment groups, rather than just one.

f) Record which groups were consulted and why, and also why other groups were not consulted.

g) The scope and format of consultation will depend on:

- The nature of the consultation i.e. the focus of the consultation, what you want to consult on.
- The level of resources available
h) Decide on **how** you will consult

- Consultation methodologies should be appropriate to the nature of the policy and the target audience. Methodologies might include:
  
  - focus groups
  - surveys/questionnaires
  - open meetings
  - interviews with community groups

- Ensure sufficient time to enable effective and meaningful consultation. Adequate time should be allowed for groups to consult amongst themselves as part of the process of forming a view.

- Consultation exercises should be accessible to all equality categories e.g. large print used for written exercises, interpreters at public meetings, availability of translation of written materials, accessible venues for public meetings, provision of crèche facilities etc.

- Generally, you should endeavour to make consultation as representative as possible. However, you will not always get a representative return, so it is important to able understand how representative your sample is. Comparing your sample with the local demographic profiles will help you to understand this. For some consultations you need to be targeting specific groups but you will need to consider the different equalities groups that there may be within that group. For example you may have identified a need to consult with people from a particular minority ethnic community; but you will still need to consider how you can make consultation accessible to disabled people.

**Resources to help with consultation**

Please see Appendix B for information on how to consult with “hard to reach” groups. There is also available from Policy & Partnerships a booklet entitled “consulting with black and ethnic minority groups – a good practice guide”. 
The Council has wealth of consultation data, such as the results of Citizens’ Panel events and the Annual Residents Survey as well as individual service consultations. From the Spring of 2004 Lewisham will have an on-line consultation database that managers will be able to access for information. The council has a consultation strategy (with a new version due for publication in Spring 2004) and a good practice guide for managers. Each directorate has a consultation lead officer who serves on the Mayor’s Consultation Board and who can advise on consultation matters; your directorate representative is named in appendix A. The Mayor’s Consultation Board publishes a consultation timetable and plan; these can help to prevent duplication.

Again, you will find the Equalities Monitoring Guidelines useful.

7 Assessment of Impact and outcomes

Having reviewed relevant data sources, determine whether or not there is an adverse impact on any equality categories or sub-groups within them. Also look to see whether you have made the most of opportunities to have a positive impact.

An impact is defined as an intentional or unintentional lasting consequence or significant change in people’s lives brought about by a policy action or series of actions. Initially you will be concerned to ensure that there are no adverse impacts i.e. where the effect is negative and is potentially unlawful. However, you should also celebrate and promote positive impacts that you identify through the assessment.

You will also need to consider whether a differential impact is an adverse one. For example, due to varying demands, you may discover that different groups want different services. Your policy may well provide a differential outcome. Provided that there is not an adverse impact on any group, differential impacts are normally acceptable.

When considering adverse impact, the review team should answer the following questions:

a) Does the equality impact assessment reveal that:

- The policy unlawfully discriminates
- There is an adverse impact upon one or more equality categories or groups within them
- The policy fails to promote equality of access or opportunity
- Some equality categories or groups within them are, or may be, excluded from the “benefits” of the policy
- There are barriers to certain communities enjoying the “benefits” of the policy
• The policy disadvantages one or more of the equality categories or sub-groups within them (e.g. is the Somali community more disadvantaged than the Vietnamese community by a particular policy?)
• Does it challenge or reinforce stereotypes?
• Does it give different groups real choices?

b) If there is an adverse impact in relation to any of the above, can this be justified?

Having completed the assessment of impact, what are the possible outcomes, and what should you do next?

**Outcome :** Impact assessment shows policy is not likely to result in adverse impact for any group **and** does promote equal opportunities

**Action :** You must publish the results of your impact assessment and ensure you have monitoring and review arrangements in place. This will enable you to check that the outcome you expect is delivered.

**Outcome :** Impact assessment shows policy is not likely to result in adverse impact for any group **but** does not promote equal opportunities

**Action :** Deciding that a policy has a neutral equalities impact may be acceptable but you should check again whether you could promote equalities and diversity within it. You should discuss the outcome with your Directorate equalities lead and/or Policy and Partnership officers. Having done that, you must publish the results of your impact assessment and ensure you have monitoring and review arrangements in place. This will enable you to check that the outcome you expect is delivered.

**Outcome :** Impact assessment shows policy is likely to have an adverse impact on particular group or groups.

**Action :** You should consider carefully :-

(a) whether the policy is legal – you may need specialist legal advice
(b) how to reduce any adverse impact. See 8 below for advice on how to do this.

You should then publish the results of your impact assessment and ensure you have monitoring and review arrangements in place. This will enable you to check that the outcome you expect is delivered.
8 Reducing any adverse impact

Managers must consider options for changing the policy in order to reduce the adverse effect.

♦ if the policy is likely to lead to unlawful discrimination, can another way be found to meet the policy objectives?
♦ if the policy affects people adversely, can the policy be justified by its overall aims? Can an adverse impact be overcome if we adapt the policy?
♦ If the assessment reveals that some groups within the equality categories have distinct needs, can these be met, either within the proposed policy or by separate means?
♦ will changes to the policy be significant? If so consultation may be have to be undertaken

Where the adverse impact is unlawful, the policy or element of the policy must be changed or abandoned.

Departments must ensure that an option for alleviating an adverse impact on a particular group does not in turn create an adverse impact for another group. In these circumstances the option chosen should be that which promotes social inclusion and equality of opportunity. If an adverse impact is unavoidable then it must be justified [e.g. other legislation overriding equality legislation].

Some policies are targeted at particular groups and these by definition will have differential impact. Differential impact can be justified as part of a wider strategy of positive or affirmative action in relation to particular groups, where policy is intended to encourage equality of opportunity for a particular group. Where this is the case it is necessary to justify actions and provide a clear and legal rationale for them.

9 Formal agreement

Relevant new/proposed and amended policies must undergo an Equality Impact Assessment before final agreement by the relevant decision makers (e.g. elected members, DMTs).
10 Publication of Results

Results of Equality Impact Assessments must be published and be publicly available. The report of the Equality Impact Assessment should detail how and where the results will be published. For executive decisions, this will be via the formal report for decision (e.g. to Mayor and Cabinet or DMTs). The Council will also publish an annual report and is investigating the possibility of an Equality Impact Assessment database. In the meantime, results of equality impact assessments should be submitted to your directorate equalities lead officer. Assessments will be moderated and summarised by the Corporate Equalities Board on a monthly basis.

When you publish the results you need to set out briefly:-

- How you assessed the likely impact
- The information you used
- The consultation you carried out and summary of results
- The results of your impact assessment
- Any policy changes you have made/will make as a result of the assessment
- What you will do next

11 Monitoring

The Equality Impact Assessment is not an end in itself, but the start of a continuous monitoring and review process.

Departments must set up and maintain systems to monitor and ensure that any changes, amendments and recommendations arising from the Equality Impact Assessments are achieved.
## Impact Assessments in Lewisham: Schedule of Responsibility

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<th>Level</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>Mayor and Cabinet</td>
<td>Overall responsibility for ensuring that the Council’s direction and vision enables it to carry out its responsibilities. A report on results of all assessments and reviews of service will go annually to Mayor and Cabinet highlighting action taken and outcomes achieved and will be published on the Council website.</td>
</tr>
<tr>
<td>Scrutiny Committee responsible for SI and equality</td>
<td>Responsible for scrutinising the work of Mayor and Cabinet, identifying and bringing to the attention of the Mayor; current, new and developing issues raised by the community. Committee may call for reports regarding results of assessments, action taken and outcomes achieved.</td>
</tr>
<tr>
<td>Executive Management Team</td>
<td>Overall responsibility for ensuring that there are frameworks in place to carry out responsibilities and duties with resources available for implementing action plans to achieve positive outcomes for citizens.</td>
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</table>
| Directorate Management Teams | Overall responsibility for ensuring that there are frameworks in place within directorates to carry out responsibilities and duties. They will:  
- receive an annual report on results of assessments made, action plans developed and implementation achieved.  
- ensure budget processes take explicit account of the results of the assessments and review and that the equality implications of the overall departmental budget proposals are assessed and made explicit.  
- ensure monitoring systems are in place to enable assessments to be carried out. |
| Divisional Management Team/Service Unit Managers | Responsible for:  
- identifying policies and services for assessment and review in conjunction with their directorate performance team.  
- identifying staff and resources to complete the assessments and reviews on time.  
- integrating results into service and business planning processes highlighting resource pressures or savings for the budget cycle.  
- ensuring that consultation activities take full account of the diversity of users, non-users, relevant staff, partners and interested groups. |
<p>| Team managers | Contribute to the impact assessment by generating ideas, providing data and other relevant information to enable a successful impact assessment or review of services. |
| Front line staff | Expect to be asked to contribute to an impact assessment in relation to the service you provide. Front line staff know how we can get this right and will make a real difference to people’s lives. |</p>
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<th>Level</th>
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| **Corporate Equality Board**       | Develop Impact Assessment guidelines and toolkit. Offer support and guidance to directorate/divisional SUMs carrying out assessments. Identify resource issues to be fed into the budget process.  
                                      | Oversee the production of the annual equality report to Mayor and Cabinet and report to Scrutiny. Manage a realistic timetable for compliance with Race Equality Scheme.                                                    |
| **Directorate Equality Boards**    | Monitor progress of impact assessments and review of functions and identify pressures / take remedial action to ensure completion and reports available for DMTs.                                                          |
| **Directorate Performance Units**  | Performance staff will:  
                                      | • provide advice and guidance to support staff in carrying out impact assessments and reviews of functions.  
                                      | • ensure the results of impact assessments and reviews of functions will be used to inform and develop local equality performance indicators                                      |

**Who can help**

Individual services are responsible for conducting the impact assessments for their area – but staff across the Council who co-ordinate and lead work on equalities and consultation will provide support and guidance. Members of the Mayor’s Consultation Board are also marked with an asterisk (*).

**Policy and Partnerships Unit**

*Diversity & Engagement Team:*

Elizabeth Sclater  
020 8314 8881

Alister McClure  
020 8314 7990

*Fenella Beckman*  
020 8314 9308

Marianne Aberly  
020 8314 3862

**Education and Culture**

*Sue Bishop, Policy, Partnerships and Communication Manager*  
020 8314 7150

William Godwin, Principal Policy Officer  
020 8314 6951

**Regeneration**

*Lesley Lee, Performance, Quality and Information Manager*  
020 8314 6518

Dalewyn Daniel, Equalities Officer, Performance, Quality and Information  
020 8314 7940
Resources

*Cathy Rooney, Executive Office Manager
020 8314 7274
Directorate Equalities Policy Officer
020 8314 6870

Social Care and Health

Gill McDonald, Performance Review and Quality Manager
020 8314 9825
Yetunde Ode-Martins, Performance Review Officer
020 8314 8516
*Pam Seymour, Review Project Manager
020 8314 8406
Appendix B  Communicating and consulting with groups that organisations find “hard to reach”

19 Ways to reach the “hard to reach”

1 Be clear about who they are

The first rule of communication is know the audience. It’s easy to assume hard to reach groups are homogenous. They’re not. So try to find out as much as you possibly can about these audiences.

2. Know what you will want from them
Before you consult look at what you are trying to achieve You might find that you are asking too much of your consultees

3. Know what they read, see and hear

Every group in society is reached somehow. That’s because commercial companies make it their business to track down and sell to different audiences. Find out who is already talking to the people you want to reach.

4. Find out what gets their attention

By looking at those organisations reaching your audience you will be able to establish what works

5. Look at levels of literacy

Sir Claus Moer estimated that there are seven million adults in England and Wales with literacy or numeracy challenges. How many people can understand your message?

6. Look who else is already talking

You won’t be the only person in the Council who is keen to consult with hard to reach groups. Find out which front line staff are engaging them. Talk to those staff and learn.

7. Share the workload

Look for partners with whom to share consultation. E.g. Primary Care Trusts etc. Share costs and benefits.
8. Take the questions to them

Make it as easy as possible for your audiences to respond by taking the questions to them, at times that suit them and in places where they feel comfortable and that are fully accessible.

9. Clarify your history

It’s not long since Councils had the reputation of deciding first and consulting afterwards. Be clear about how your Council might be seen by your key audiences.

10. Establish a relationship

Try to see consultation as the first base in the relationship that will live on beyond your immediate needs. They will have needs too and you might be able to meet some of them

11. Show them you’ve listened

First rule of communication – show those you are speaking to that you’ve heard what they’ve said. Give them some feedback. Better still – show them what difference their thoughts, words and ideas have made

12. Don’t ask them stupid questions

Make your consultation as meaningful as possible. Don’t assume too much prior knowledge and make your questions meaningful to them

13. Think about how they will make up their minds about you

Look at the way that you interact and get the code right – dress, language and style. The way they perceive you will affect your relationship.

14. Choose people with the right positioning

Try to ensure that people on your team convey the right messages with their demeanour. If your side is stuffy and uninteresting you will lose the interest of your audience.

15. Get the language right

What words are meaningful to the groups you want to reach? You will be more successful if you use their words, not yours. But bear in mind that they will expect certain words from you to establish your credibility.

16. Give them something they want

If you can begin by giving them something that might have been promised in a previous consultation you’ll begin the consultation on a positive note.
17. Take your time –don’t expect it to happen overnight

The trouble with a lot of consultation is that it is specific and time–sensitive. Establish a relationship early enough to give you time to make a real connection. Don’t parachute in and leave as soon as possible.

18. Allow them to talk to you

Be flexible enough to listen to what they’ve got to say - in total. Don’t stop listening when you’ve heard what you came to hear.

19. Encourage honesty

The more honest, the better. So select someone who can bear full and frank views. Feedback what people say into the rest of the organisation.

## Equalities Impact Assessment: Aide Memoire

### Strategic Thinking

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<td>Review “Team”</td>
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<td>Who needs to be involved in the review?</td>
<td>Names</td>
<td>Role on assessment Team</td>
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<td>(2)</td>
<td>Aims and Objectives of policy/function</td>
<td>What do you want to achieve?</td>
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<td>(3)</td>
<td>Relevance to Equality</td>
<td>Equality Legislation etc</td>
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<td>This will help to determine how thorough the review needs to be (time, resources etc)</td>
<td>Race Relations Acts</td>
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<td>Disability Discrimination Act</td>
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<td>Sex Discrimination/Equal Pay Acts</td>
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<td>Other relevant legislation (please state)</td>
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<td>(4)</td>
<td>Scope and focus of the Equality Impact Assessment</td>
<td>Could some groups be affected differently? If so, state which ones</td>
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<td>Gathering Intelligence</td>
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<td><strong>(5) Data &amp; research</strong></td>
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<td>Identify existing data/research sources you <em>need</em></td>
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<td>Existing sources:</td>
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<td><strong>What new data or research, if any, do you <em>need</em>?</strong></td>
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<tr>
<td><strong>Key Learning from data</strong></td>
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</tbody>
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| **(6) Consultation** |
| Identify existing consultation data that you *need* |
| Existing consultation sources: |
| **What new consultation, if any, do you *need to undertake*?** |
| Original Consultations: **Who** | **How** |
| **Key Learning** |
### Assessment and Action

<table>
<thead>
<tr>
<th>(7) Assess impact &amp; outcomes</th>
<th>Negative impacts (if yes, state how)</th>
<th>Positive impacts (if no, could they be yes?)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>e.g.</td>
<td>e.g.</td>
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<tr>
<td></td>
<td>• Is there any unlawful discrimination?</td>
<td>• Does it promote equality of access or opportunity?</td>
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<tr>
<td></td>
<td>• Could any community get an adverse outcome?</td>
<td>• Does the policy/function address existing differential outcomes?</td>
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<td></td>
<td>• Could any group be excluded from the benefits of the policy/function?</td>
<td>• Does it challenge negative stereotypes?</td>
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<tr>
<td></td>
<td>• Does it reinforce negative stereotypes?</td>
<td>• Does it give people real choices?</td>
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<tr>
<td></td>
<td>Can these be justified? If so, how?</td>
<td>What, if anything, could be done to improve positive impact or promote equality?</td>
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<td></td>
<td>What are the reasons for the adverse impact? Is it illegal? Is it unavoidable? State why</td>
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<table>
<thead>
<tr>
<th>(8) Reducing Adverse Impact</th>
<th>What would make it possible to reduce or eliminate adverse impact?</th>
<th>What action do you intend taking?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(9) Formal Agreement</th>
<th>Who will sign this off?</th>
<th>When?</th>
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</table>

<table>
<thead>
<tr>
<th>(10) Publication</th>
<th>How will you publish?</th>
<th>Copy given to Directorate Equalities Lead?</th>
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</thead>
</table>

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<thead>
<tr>
<th>(11) Monitoring</th>
<th>What monitoring arrangements are in place?</th>
<th>Who will monitor?</th>
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</table>