

Diversity Unit

Equality Screening and Impact Assessment

June 2021

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Equality Screening and Impact Assessment

Introductory Guidance

What is it?

Equality screening and impact assessment (ESIA) helps us consider the effect of our policies and practices¹ on different people. It helps us minimise negative impact and potential discrimination and promote opportunities to advance equality, inclusion and good relations between different groups of people.

It is deliberately a time and resource intensive process because it encourages us to slow down and build in perspectives from a range of different people.

There are **two** main parts to equality screening and impact assessment.

- **Part 1 (Equality Screening):** The first part of the form presents a set of equality screening questions. These questions help determine whether the policy is relevant to equality and whether it needs to go through an equality impact assessment.
- **Part 2 (Equality Impact Assessment):** The second part of the form, is the equality impact assessment. This is where a panel of people review the proposed policy, particularly thinking about its impact on different groups of people, trying to identify and counter any potential negative impact and promote any opportunities to enhance equality. The panel suggests actions for the policy owner to adopt.

Why do we do it?

The process helps us improve our policies and build equality into our work. Equality screening and impact assessment (ESIA) helps us consider the potential impact of what we do on different groups who are susceptible to unjustified discrimination, some of whom are legally protected against this, whether by UK or other law. It helps us demonstrate that we have proactively considered equality when developing our policies.

When should we do it?

Assessing the impact on equality should start early in the development of a new policy or review of an existing policy. Assessing the impact on equality should be ongoing rather than a one-off exercise because circumstances change over time, so equality considerations should be taken

¹ Consistent with its broad definition in Section 75 of the Northern Ireland Act and other equality legislation, this guidance uses the term 'policy' as a shorthand for policies, practices, activities and significant decisions about how we work and carry out our functions.

into account both as the policy is developed and also as it is implemented. The guidance here is to help assess the impact on equality before the policy is implemented.

It takes some time to properly set up an equality impact assessment meeting if one is needed, so the equality screening questions should be considered as early as possible once the policy is drafted. If an equality impact assessment is required it will take a little time to identify a chair, a note-taker, a diverse panel and to set up the meeting arrangements.

In addition once the meeting has taken place there are likely to be actions to be implemented before the policy is launched. All this needs to be considered when determining the best time to address equality screening and impact assessment.

When we are implementing a policy that has been developed elsewhere, for example by a government department, or by a partner organisation we also need to assess the impact on equality. Although responsibility for the policy itself rests with the organisation that developed it, we may have choices in how it is implemented that can help eliminate potential discrimination and promote equality, inclusion and good relations.

How do we do it?

Consider the purpose of the policy, the context in which it will operate, who it should benefit and what results are intended from it. Reflect on its potential impact on people with different equality categories and think about which aspects of the policy, if any, are most relevant to equality. Answer the equality screening questions to determine whether an equality impact assessment meeting is necessary.

If an equality impact assessment panel meeting is necessary, identify someone to chair the meeting, and someone to take the notes. The chair and note-taker play a crucial role and specific guidance has been developed to support them:

A diverse panel should be approached, including a range of colleagues from different teams / departments / countries / regions as appropriate, some of whom should be directly involved in or impacted by the policy.

Panel members should be sent the part-completed ESIA form (i.e. Part 1 and Section 1 of Part 2) and the policy documents, giving them at least a full week to read them and prepare for the meeting.

We particularly focus on the following equality categories (many of which are protected by equality legislation in the UK and beyond):

- Age
- Dependant responsibilities (with or without)
- Disability

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- Gender including transgender
 - Marital status / civil partnership
 - Political opinion
 - Pregnancy and maternity
 - Race or ethnic origin
 - Religion or belief, and
 - Sexual identity / orientation.

Invariably there are other areas to consider including socio-economic background, full-time / part-time working, geographical location, tribe / caste / clan or language, dependent on the country.

We also encourage consideration in support of our commitments towards decolonisation, particularly thinking about tone and positioning of the UK and other countries, especially but not only when policies are being developed from the corporate centre. The aim here is to raise awareness of colonial privilege so it can be avoided.

There should be reflection on what is being proposed against the organisation's values (open and committed; expert and inclusive; optimistic and bold).

The impact assessment panel meeting must be held, and Part 2 of this tool used, when you still have time to make changes, otherwise it does not have real value. As such the panel meeting should be held **at least one month** in advance of the planned implementation date for the policy.

After the meeting the action points identified by the panel are reviewed by the policy owner and implemented as appropriate. The policy owner confirms implementation of the action points or provides a planned date for implementation (and outlines a justification for any action points that won't be taken forward) and then signs off and sends the completed form to the ESIA inbox for audit by the Diversity Unit.

Northern Ireland

There is specific legislation in Northern Ireland which requires a more detailed process of equality screening and impact assessment for policies that are deemed to have high relevance to equality. This includes external consultation with relevant contacts and organisations. Given this, there is a need to confirm whether the proposed policy affects anyone in Northern Ireland. **If it does, all parts of the form need to be completed and the guidance at Annex A must be read and followed.**

Wales

As a public body operating in Wales there is a legal requirement for us to produce any information intended for the general public in Wales in the Welsh language. Therefore there is a section in the form seeking confirmation of whether the Welsh public will be affected by the proposed policy.

Procedural notes

Please note, the document will be considered invalid for audit if not correctly completed.

- Complete Part 1 (Equality Screening) ensuring the Record of Decision is signed and dated by the policy owner (a digital signature including typed name is acceptable)
- If Part 2 (Equality Impact Assessment) is required progress to Part 2
- If Part 2 (Equality Impact Assessment) is **not** required, submit the Part 1 (Equality Screening) form to the ESIA inbox for audit by the Diversity Unit.

Submitted tools which pass the audit are uploaded to SharePoint and form part of a database of examples accessible by colleagues.

The audit process informs Diversity Assessment Framework moderation in relation to the use of EDI planning tools.

Part 1: Equality Screening

Policy Details²

Title of policy	CE Global Workforce Planning solution
Name of policy owner	Jon Coffey / Joolz Pohl
Planned implementation date	25/10/22 – 17/04/23

Background

Provide brief background information about the policy or change to it. Include rationale, intended beneficiaries and expected outcomes. Use as much space as you wish, the table below will expand as you enter information.

The British Council has developed a new global operating model for Cultural Engagement to achieve its strategic objectives of improving sustainability, efficiency and impact measurement. The model will be implemented across all strands of the CE business, whilst also incorporating changes to the Global Network (GN) staffing structure.

For the new model to work we need to work smarter through others and utilise a more flexible and agile deployment of resources. However, currently we don't have a standardised mechanism, or the data insight needed to enable this, either from a strategic planning perspective or an operational delivery one.

The workforce planning solution being addressed in this ESIA form is one of the substantial digital improvements that underpins the new global operating model and one of the key dependencies of the successful implementation and long-term sustainability of it.

A successful global workforce planning solution contributes to the areas around commercial sustainability and improved efficiency by helping to sustain the reduced headcount.

This global workforce planning technical solution will consist of multiple components and integrate with existing core British Council IT systems to enable the longer-term sustainability and efficiency of the new CE global operating model.

This tool will plan for:

- CE staff globally
- Staff who are allocated to spend time on CE activities (such as Marketing teams and Global Network)

² Consistent with its broad definition in Section 75 of the Northern Ireland Act and other equality legislation, this guidance uses the term 'policy' as a shorthand for policies, practices, activities and significant decisions about how we work and carry out our functions.

It will also be used to support applications for:

- Local and international consultants who engage with CE (for contractor database)

It excludes Non-CE staff (E&E, corporate, regional business support staff (BSS))

The new tool will support in the below areas:

- **Global visibility of resource data**
- **Staff planning**
- **Timelogging**
- **Capability**
- **Flexibility of staff movement**
- **External consultants**

Managing the above will enable staff at a Senior level and at a programme, project and team level to plan resources effectively and request support internally which will result in a reduced number of external recruitment requests, thus, commercially supporting the new business plan to reduce headcount.

Equality Screening Questions

To determine if an EIA is necessary, please answer the following by ticking yes, no or not sure:

Question	Yes	No	Not sure
Is the policy potentially significant in terms of its anticipated impact on employees, or customers / clients / audiences, or the wider community?	X		
Is it a major policy, significantly affecting how programmes / services / functions are delivered?		X	
Might the policy affect people in particular equality categories in a different way?			X
Are the potential equality impacts unknown?	X		
Does the policy have the possibility to support or detract from our efforts to promote the inclusion of people from under-represented groups?			X

Will the policy have an impact on anyone in Northern Ireland?	X		
Will the policy need to be communicated externally in Wales and therefore translated into Welsh?		X	
Total responses Yes / No / Not sure	3	2	2

Deciding if an Equality Impact Assessment is necessary

If all the answers to the questions above are ‘no’ then an equality impact assessment is not needed. Please move to the ‘**Record of decision**’ section below and record confirmation of this by indicating “is not required”.

If you answered ‘yes’ to any of the questions, then an equality impact assessment is necessary. Please move to the ‘**Record of decision**’ section below and record confirmation of this by indicating “is required” **then progress to Part 2.**

If you did not answer ‘yes’ to any of the questions but there are any ‘not sure’ responses then please discuss next steps further with the Regional EDI Lead or with the Diversity Unit, who will help you decide if an equality impact assessment is necessary.

Record of Decision

I confirm an equality impact assessment is required.
Policy Owner (Name): Jon Coffey / Joolz Pohl
Policy Owner (Role): Head of Global Resource Management / Global Consultancy Lead
Policy Owner (Signature):
Country / Business Area and Region: Global / Cultural Engagement
Date: 14/01/2022

Procedural notes

Note 1: If an equality impact assessment **is required**, please complete Part 2, Section 1 and send this part-completed form to the panel along with any relevant background documentation



about the policy **at least one full week** prior to the EIA meeting. This should include the draft policy and any supporting data or relevant papers.

Note 2: If an equality impact assessment **is not required**, please send this screening section (i.e. Part 1) of the form to the ESIA inbox.

Part 2: Equality Impact Assessment (EIA)

Section 1

This section is to be completed before the EIA panel meeting and sent at least **one week** in advance to the panel along with the policy and other relevant documents.

Title of Policy	CE Global Workforce Planning solution
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1. Please summarise the purpose of the policy, the context in which it will operate, who it should benefit and what results are intended from it.

The Workforce planning solution is a global programme, being implemented across Cultural Engagement.

We know in the new operating model that we will have less staff. Alongside other changes, it is critical that we find a way to allocate work and so utilise our time in the most efficient and effective way possible.

- We currently we don't have a systematic global way to plan/have sight of who is working on what programmes/projects and whether they have capacity and capability for additional work.
- We can't see where there are gaps in programme resource that might be filled by someone whose work is ending elsewhere.
- We don't have a global view of our staff and their capability and so don't have insight that would inform strategic workforce planning.

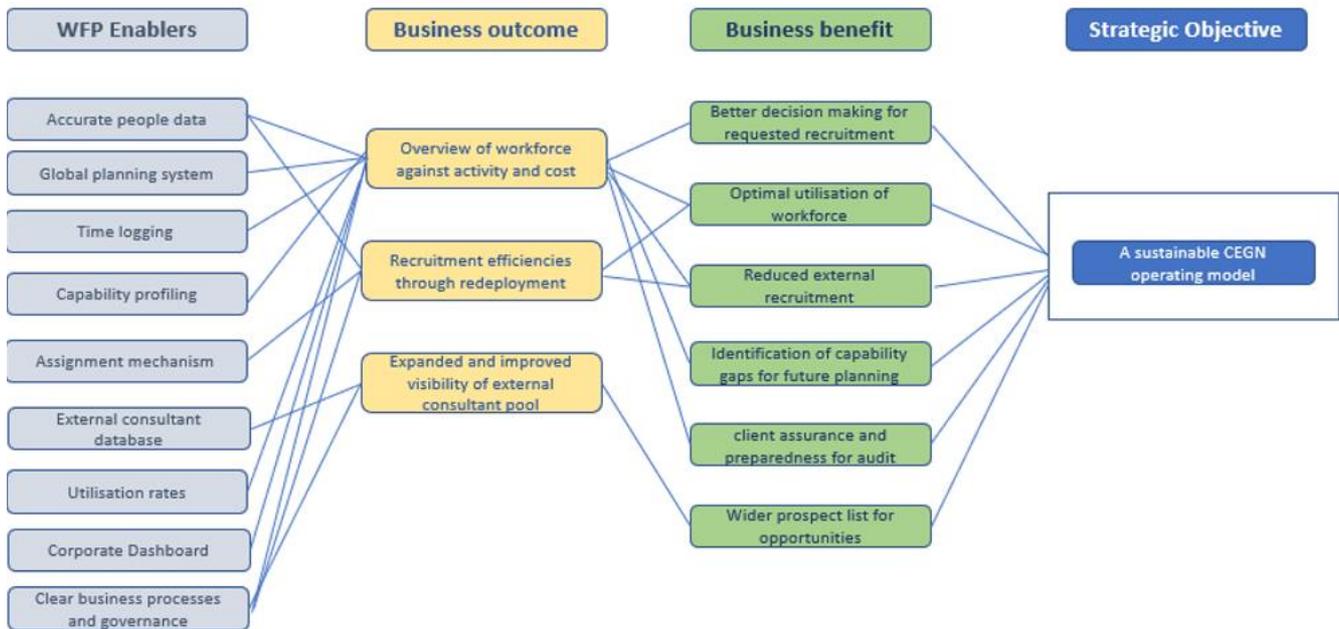
The workforce planning solution is a global technology solution, underpinned by clear business processes and governance (and utilising existing HR policy), that will provide these views in an accessible way. It consists of 6 components, which are



The workforce planning solution will enable a better distribution of workload and therefore a more flexible and agile workforce that will help maintain the right number of staff in future. It will also enable more future focused workforce planning.

In terms of benefits, we have constructed the following map to show the link between the enabling components, the business benefits and the strategic objective.

Benefits Map



2. Please explain any aspects of the policy you've been able to identify that are relevant to equality. This will contribute to the equality-focused discussion the panel will have.

1) Opportunity: We will have the facility to search for staff based on their availability, capability and, if relevant, location. This will enable us to identify people who potentially have the capacity and capability for additional work. It will help us to identify people whose work is ending and who may be utilised elsewhere. A mechanism to enable this movement is one of the core components of the solution. This will not apply to all opportunities as recruitment rules apply (it will be driven by duration and/or % commitment).

Given that we are likely to have a greater number of 'location neutral' opportunities, we would expect it to open-up opportunities for people to work across areas they wouldn't previously have had access to (cross-pillar, cross-region, although important to clarify that we are not referring to physical mobility). This will need to be managed to avoid creating 'backfill' situations and opportunities will not be open to everyone.

2) The range of people that are responsible for planning in the system may result in a difference in the way people interpret capacity. A set of clear guidelines are vital to

support staff plan in the same way to ensure all individuals are given the same opportunity if one arises.

- 3) Culture: People are often wary of indicating they have spare capacity, as they feel it could jeopardise their job security. It is important that we are clear that we are reporting on capacity to highlight where work may be redistributed, to avoid unnecessary recruitment.
- 4) There may be instances where we are bound by local labour laws, which may impact the opportunities available to people.

3. Please outline any equality-related supporting data that has been considered. This could include consultation with Trades Union Side or staff associations, equality monitoring data, responses from staff surveys or client feedback exercises, external demographic and benchmarking data or other relevant internal or external material.

- 1) Whilst not equality focused, a number of Workshops, involving regional and global stakeholders, have been held. The purpose of these was to agree principles for flexible working and validate the process maps that have been produced.
- 2) Business process maps
- 3) Principles for flexible working

Section 2

This section captures the notes of the Equality Impact Assessment panel meeting.

Title of Policy³:	CE Global Workforce Planning solution
Date of EIA Panel Meeting:	03.03/2022
Name of Panel Chair:	Javed Iqbal

1. Please list the names, roles / business areas and geographical location of the panel members. If contributions have been received in writing by people who could not attend please list their details too and note 'input in writing' by their name.

Policy Owner: Jon Coffey, Head of Global Resource Management

Note taker: Emily Farrelly, Senior Consultant, Capability and Development

Chair: Javed Iqbal, Digital Head of Global Performance Governance

Panel:

Thomas Dearing, Senior Consultant Language Assistants, UK.

Martin Spiess, Project Manager, Germany.

Catherine Gater, EDI Programme Manager, UK.

Angelique Halliburton, Global Head of Content, UK.

Katarina Cezek, Project Delivery Coordinator, Serbia.

Ian Robinson, Senior Consultant Business Services, Singapore.

Kami Asamani, Head of Operations, UK.

Gregge Madan, Senior Consultant Client Engagement DFIDHMG, UK.

2. Summarise the main points made in the discussion, noting which documents were reviewed. Note any points relating to clarity / quality assurance as well as points relating to equality

³ Consistent with its broad definition in Section 75 of the Northern Ireland Act and other equality legislation, this guidance uses the term 'policy' as a shorthand for policies, practices, activities and significant decisions about how we work and carry out our functions.

issues.

Policy Owner brief: the aim of the Workforce Planning Programme is to map out the business processes to establish the needs of a workforce planning global solution – a tool we currently do not have. The requirements will go to procurement to explore off the shelf options. The new tool will integrate with our current systems (SAP, MYHR), assigned persons will plan in the system and all individuals will be expected to timelog in the system. The tool will provide a capability function allowing individuals to add their skills. As a result, recruiting managers can search for staff with availability and the correct skillset for the post they want to recruit for. The purpose of this is to encourage the utilization of internal staff before looking externally. This will support the new operating model in maintaining a reduced headcount.

Chair: Are we ESIA assessing the entire programme or certain aspects?

Policy Owner: The programme but specifically the process maps and ways of working.

Panel:

General Discussion

Q: Who are the decision makers?

A: Will be defined in the processes – will differ in different regions/teams.

Q: What are the quality controls? E.g with monitoring the skills modules / deciding if the role should be on or off-pay roll?

Q: How will the system manage the new role profiles introduced in the new operating model?

A: The system will enable changes to be made to the skill sets – the details will be defined when the new operating model is confirmed and communicated.

Q: How is non-project work accounted for? What is done with this information? Concerns over people feeling pressured/monitored.

A: The purpose is to see if the plan matches the actuals – whether that be project work or non-project work.

C: Timelogging adds extra work when people are already busy.

A: The tool aims to be more user friendly with clear guidance and a clear process.

C: MyHr is a new tool that doesn't work well, the WFP is another tool people will have to try and get their heads around. There will be less people and more work e.g planning and timelogging.

A: There shouldn't be more planning work – just a centralised place where people will plan rather than individual processes / systems / spreadsheets. Timelogging and capability would be completed by the individual and the new system aims to make this as simple as possible.

C: What is planned at a higher level is different to what happens on the ground.

A: Even more reason to plan and timelog to have this data available to us.

Q: Is there anything written from the individuals perspective? E.g, how did individuals find the assignment process? What does the Recruiting manager need to do?

A: Yes, some are written out in the process maps. For example, actions for the Recruiting Manager. Comment on individuals experience noted – User journeys are being created.

Q: What are the options for individuals with regards to deployment? E.g if they have capacity but do not want to work in certain areas.

A: There will be a defined process with guidelines. A search-criteria will demonstrate people with matching capability and capacity to the search carried out, A light touch interview process will take place. There will also be an option for managers to deploy available team members. Decision making needs Operating Model is confirmed.

C: Culture around timelogging needs addressing. People will log additional hours if they are concerned about their job, or if they do not want to be deployed elsewhere.

C: Will individual's substantive role be guaranteed when an assignment finishes?

A: Individuals when on an assignment do not change their job role, they are just carrying out a piece of work, therefore, they will return to their substantive role.

C: Part time employees, particularly women due to childcare responsibilities, need to be considered to avoid them missing out on opportunities. The time they have is less, therefore, the time they will have to support/gain experience in other areas will be limited.

A: Some pieces of work are as little as 10% and can be shared with other people.

C: Elderly people might feel pressured when it comes to timelogging as some work slower – how will the data be used?

A: Personal attributes such as age will not be recorded in the system.

C: Mental health might be affected if people are expected to timelog – the transformation is already putting people on edge, this feels like another check.

A: Recent feedback from the UK is that individuals benefited from timelogging as it minimised the risk of overload and encouraged discussion on workload/annual leave etc.

C: Ensure people see the outputs of timelogging – don't ask people to do additional tasks but they never see what the outcome of this is.

C: It is important to ensure if people take longer to complete tasks that they do not miss out on opportunities.

C: Guidance is needed when 'searching for a match' and considering the location. It should not be managers discretion and if a specific location is stated it should be justified.

Q: Does the diverse panel policy apply to the assignment process?

A: The process will follow a light-touch interview process so this may not always be possible, but the guidance will be available support the recruiting manager.

Q: How will non-project work be protected? E.g., Anti-racism group. We need to ensure timelogging doesn't put pressure on people to plan 100% to projects.

A: The idea isn't to stop non-project work but to be able to gather data on it and compare it to the plan.

Q: How will it be monitored so that Line Managers discretion doesn't stop people from working in different areas? If they make the plans people might not show as available and miss out.

C: Time zones need to be considered – esp with regards to mental health and the expectation to work outside of normal hours.

C: Idea to recommend people for capabilities – not just a personal account.

C: Ensure there isn't duplication with performance mgmt. tool when completing the capability module.

A: The capability module will be a simple tick box exercise

C: Potential for a marketplace that will complement the capability module where skills are added – not finalised yet.

C: Who decided when someone has capacity? Scenario = Individual feels overloaded, Line Manager is asking for support, Business is saying only one person is needed for this role.

A: The system will support with data.

C: Digital solution should be assessed to ensure the user journey is suitable.

3. **Capturing information about the protected groups / characteristics:** Based on the notes of the discussion (section above), record here any potential for negative impact identified and any opportunity to promote equality, inclusion, and good relations.

Equality categories (with prompts to guide full consideration)	Potential for negative impact	Opportunity to promote equality, inclusion and/or good relations between different groups
<p>Different ages (older, middle-aged, young adult, teenage, children; authority generation; vulnerable adults)</p>	<p>C: Older colleagues might feel pressured when time logging due to them being perceived as slower</p> <p>C: The data may support people's assumptions and go against individuals</p>	<p>A: Older colleagues more experienced / some may be quicker. The system will not show people's age.</p>
<p>Different dependant responsibilities (childcare, eldercare, care for disabled and/or extended family)</p>	<p>C: Part time (particularly women) might miss out on opportunities</p> <p>C: Part time employees might miss out on training if it isn't scheduled on different days to accommodate</p> <p>C: People might feel pressured to go full time if the role requires someone full time.</p> <p>C: The question of Line Managers discretion is a common one affecting many areas.</p> <p>Q: How does the system deal with part time staff and ensure they don't miss out?</p>	<p>A: Assignments can be 10-100% of an FTE, therefore, Part time staff may still be able to apply for opportunities / option of splitting the opportunity which has happened in the past</p> <p>A: There will be multiple opportunities to access training and it will be recorded with clear guidance available (this is critical as we want new starters to understand what they need to do in this area).</p> <p>C: This issue applies to men, and women / we shouldn't assume they don't have capacity / possibility of job shares / have an open conversation / we need to challenge assumptions about PT staff</p> <p>C: Colleagues need to work with Line Managers</p>

<p>Disabled people (physical, sensory, learning, hidden, mental health, HIV/AIDS, other)</p>	<p>C: Some people will have an understanding with their line manager about reasonable adjustments that they do not feel comfortable sharing with others</p> <p>C: People have special circumstances and if they are expected to move around teams where these special circumstances are not known it may affect their mental health.</p>	
<p>Different ethnic / racial and cultural groups (majority and minority, including Roma people, people from different tribes / castes / clans)</p>	<p>C: If the plan is to make lower paygrades redundant then this will affect more ethnic minorities as they are a higher % of the lower paybands (in the UK). Will this create more or less opportunities for them?</p> <p>C: WE will lose the confidence of ethnic minority groups if we lose people at the lower paybands</p>	
<p>Different genders (men, women, transgender, intersex, other)</p>	<p>C: Transgender colleagues might find it challenging to work in some countries.</p> <p>C: The above is a wider issue than this policy.</p> <p>C: Maternity leave for women affects progression</p>	
<p>Different languages (Welsh and/or other UK languages, local languages, sign language/s)</p>	<p>Q: Do we have portals in Welsh?</p>	

	A: No, not for other platforms and won't for this one.	
Different marital status (single, married, civil partnership, other)	NA	
Different political views or community backgrounds (particularly relevant to Northern Ireland)	<p>C: Some regions may be politically sensitive and cannot always work on political projects</p> <p>A: A deployment will require a more in-depth conversation once the system has highlighted capacity and capability. Any issues will be highlighted in this conversation. The system won't deploy people automatically.</p>	

Equality categories (with prompts to guide full consideration)	Potential for negative impact	Opportunity to promote equality, inclusion and/or good relations between different groups
Pregnancy, maternity, paternity and adoption (before / during / after)	<p>C: Ensure there is awareness of decisions made and the effect they might have on people's lives.</p> <p>C: Ensure those on leave get trained on the system when they return</p>	
Different or no religious or philosophical beliefs (majority/ minority/ none)	NA	
Different sexual orientations (gay, lesbian, bisexual, heterosexual)	NA	

<p>Additional equality grounds (such as socio-economic background, full-time / part-time working, geographical location, other⁴)</p>	<p>C: Cost of employees in some regions is higher than in others – how to manage opportunities to ensure those in higher paid countries do not lose out?</p> <p>C: Countries with less secure contracts do not like short-term work. Guidance needs to be clear that when the work is finished, they will go back to their substantive role.</p> <p>C: People from lower socio-economic backgrounds are often PB6 and 7s – as the business makes them redundant will they be expected to take on more tasks?</p> <p>A: The business model has not been confirmed.</p>	<p>A: The system may support in highlighting capacity elsewhere to support colleagues.</p>
<p>British Council values (open and committed; expert and inclusive; optimistic and bold)</p>	<p>C: British Council values can make people feel like they should take on the extra work and put in extra hours.</p>	
<p>Alignment with our commitments to decolonise our work (positioning of UK and other countries, power, status and privilege)</p>	<p>C: Need to be location neutral</p>	

⁴ Any other categories people share that might impact on how the policy affects them.

4. **Agreed actions:** Insert additional rows for more action points and number each individual action point.

Action identified by Panel	Agreed by Policy Owner (Yes / No)	If not agreed, please provide justification	Has action been completed? (Yes / No)	If not, indicate planned date to complete
Provide training material for those on leave	Yes		No	Dec22
Create User journeys to support individuals	Yes		No	Dec22
Clear communication on what the new system will be used to monitor (timelogging specifically)	Yes		No	Sep22 (indicative)
Carry out another ESIA when the final policy has been written and tool procured.	Yes		No	Sep22

Sign-off by Policy owner

I confirm that the policy has been amended as identified in the **Agreed actions** table above. Any actions planned but not yet completed will be implemented before the policy is introduced. If the policy has an impact on people or functions in Northern Ireland, I confirm Annex A has also been completed.

Policy Owner (Name): Jon Coffey

Policy Owner (Role): Head of Global Resource Management

Policy Owner (Signature): *J. Coffey*

Country / Business Area and Region: Cultural Engagement, UK.

Date: 31.03.2022

Procedure Note

The Policy Owner (or someone acting on their behalf) **must email** the completed ESIA form to the ESIA inbox for audit by the Diversity Unit once the action table is fully completed.

Annex A: Policies with an impact in Northern Ireland

In accordance with the Guide for Public Authorities, policies which have a **major** impact on equality will share some of the following factors:

- they are deemed to be significant in terms of strategic importance;
- the potential equality impacts are unknown;
- the potential equality and/or good relations impacts are likely to be adverse or experienced disproportionately by groups who are marginalised or disadvantaged;
- the policy is likely to be challenged by a judicial review;
- the policy is significant in terms of expenditure.

Policies which have a **minor** impact on equality will share some of the following factors:

- they are not unlawfully discriminatory and any residual potential differential impact is judged to be negligible;
- aspects of the policy are potentially unlawfully discriminatory but this possibility can readily and easily be eliminated by making the changes identified in the action points at Section 4;
- any differential equality impact is intentional because the policy has been designed specifically to promote equality for particular groups of disadvantaged people;
- by amending the policy there are opportunities to better promote equality, inclusion and/or good relations.

Policies which have **no** impact on equality will share some of the following factors:

- they have no relevance to equality, inclusion or good relations;
- they are purely technical in nature and have no bearing in terms of the impact on equality, inclusion or good relations for people in different equality groups.

For policies impacting on people or functions in Northern Ireland, you must identify whether any of the issues identified by the EIA panel in the table at Section 2, Point 3 above are likely to have a **major**, **minor** or **no** impact on equality.

This consideration must be given to all the items listed in the table at section 2, Point 3 whether they have potential for negative impact or the opportunity to promote equality, inclusion and good relations.

Equality categories	Negative / Positive impact on equality, inclusion or good relations		
---------------------	---	--	--

	No	Minor	Major
Age	x		
Dependants	x		
Disability	x		
Ethnicity	x		
Gender	x		
Marital status	x		
Political opinion	x		
Religious belief	x		
Sexual orientation	x		

If the answer to the above questions is NO, no further action is needed.

If **minor** impact is identified and the actions listed at Section 4 will address this, no further action is needed. Where the actions listed at point 4 will not sufficiently address the impact, additional measures that might mitigate the policy impact as well as alternative policies that might better achieve the promotion of equality of opportunity and/or good relations should be considered.

If mitigating measures and/or an alternative approach cannot be taken then the policy should be subject to full Equality Impact Assessment (EQIA) aligned to Northern Ireland’s equality legislation.

If a **major** impact is identified in any of the answers above, then the policy should be subject to full Equality Impact Assessment (EQIA) aligned to Northern Ireland’s equality legislation.

For guidance on completing full EQIA aligned to Northern Ireland’s equality legislation, see <http://www.equalityni.org/archive/pdf/S75GuideforPublicAuthoritiesApril2010.pdf>.

A member of the Diversity Unit should be involved in any EQIAs that take place.

Record of Decision and Sign-off by Policy Owner

Please delete two of the following statements (those that do not apply).

I confirm that a full EQIA is not needed and no further action needs to be taken.

Signed by:

J. Coffey (Name) Head of Global Resource Management (Role) 31/03/2022 (Date)

Procedure Note: The Policy owner (or someone acting on their behalf) **must** email the completed ESIA form to the ESIA inbox for audit by the Diversity Unit.



Prepared by the Diversity Unit
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