
Equality and Diversity Policy



Council of the
ISLES OF SCILLY

December 2025

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VERSION HISTORY – FOR FURTHER DETAIL SEE CHANGE LOG			
Date	Version	Author role	Purpose of change <i>[eg scheduled review; administrative change; change in legislation; change following feedback]</i>
10/12/25	0.1	Head of HR	Updating for HMICFRS regulatory requirements

EQUALITY IMPACT ASSESSMENT (EqIA) RECORD					
Date	Is this an existing, revised or new/proposed policy?	Type of assessment conducted	Summary of actions taken & decisions made	Approved by	EqIA review date
10/12/25	Replacement for Equal Opportunities Policy	Full	Training required for managers	Head of HR	Dec 2027
DOCUMENT RETENTION					
Document retention period	Until superseded				

Equality, Diversity and Inclusion Policy

Purpose

The Equality and Diversity Policy provides an approach in relation to the delivery of our services and the treatment of our staff.

The Council of the Isles of Scilly (CIOS) believes that users of Council services should have equal access to its services and a right to be treated fairly and equally.

CIOS is committed to valuing diversity and this policy also seeks to provide people with the opportunity for employment, career growth and personal development based on ability, qualifications and suitability for the work as well as their potential to be developed into the job.

This policy does not form part of your contract and may be amended from time to time as appropriate.

The terms **Equality**, **Inclusion** and **Diversity** are at the heart of this policy, and some definitions of these terms are below:

- **'Equality'** means ensuring everyone has the same opportunities to fulfil their potential, free from discrimination.
- **'Inclusion'** means ensuring everyone feels comfortable to be themselves in the workplace, and feels included in activities at work
- **'Diversity'** means having a range of people from different backgrounds in the workforce, and celebrating the individual differences between people.

Scope

This policy applies to employees, workers, agency staff, volunteers, and contractors working for and/or on behalf of CIOS. Collectively this group will be referred to as 'staff' in this policy.

The policy also applies to all those who come into contact with CIOS and who are affected by our activities for example service users such as Isles of Scilly residents, businesses and visitors.

Policy details

The Council of the Isles of Scilly (CIOS) recognises its legal responsibilities under the Equality Act 2010 and specifically under the public sector equality duty, for preventing unfair discrimination, advancing equal opportunity, and fostering good relations between diverse groups in our community. This means making sure that equality issues are considered as part of the routine, day to day activities and decision making of the Council.

Legal obligations

The Equality Act 2010 protects people from discrimination on the grounds of nine Protected Characteristics. The Council will not tolerate discrimination against any person on the grounds of any of these nine protected characteristics:

- **Age:** The law protects people of all ages from discrimination on the grounds of their age. It refers to people of a particular age (e.g. 20 year olds) or a range of ages (e.g. 45-50 year olds), or other age-related language and behaviour which is discriminatory.
- **Disability:** A disability is defined by the Act as a “*physical or mental impairment which has a substantial and long term impact on their ability to carry out normal day-to-day activities*”.
 - Reasonable adjustments related to the specific needs of the person should be made, to remove barriers.
 - Protection is also provided against discrimination arising out of a disability, which is when someone is treated unfairly because of something connected to their disability rather than the disability itself.
- **Gender Reassignment:** This protects someone who intends to, starts, or has completed a process to change their gender. The person is protected whether or not any medical procedures occur.
- **Marriage and Civil Partnership:** This protected characteristic protects people from any discrimination based on their marital status, whether married, in civil partnership, divorced, separated or single.
- **Race:** This includes protection for individuals from any discrimination based on their colour, nationality, ethnic or racial group.
- **Pregnancy/Maternity:** This protects people who are pregnant from any discrimination connected to their pregnancy. Maternity leave refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
- **Religion or belief:** Belief in any religion is protected. Any belief system which has a clear structure and which does not have the effect of removing the rights of others (i.e. it is worthy of respect in a democratic society) is protected too. Those without a belief are also protected.
- **Sex:** This refers to biological sex, or as defined by a gender recognition certificate.
- **Sexual Orientation:** This protects people from discrimination whether their sexual attraction is to people of their own sex, the opposite sex, both sexes, or none.

The Equality Act 2010 also sets out that there are four types of unlawful discrimination, these are:

- **Direct Discrimination:** when a person is treated less favourably than someone else in comparable circumstances because they have one of the nine protected characteristics.
 - **Discrimination by perception:** Direct discrimination also occurs when someone is treated less favourably because another person thinks or perceives that they have a protected characteristic. It applies even if the person does not actually possess that characteristic.
 - **Discrimination by Association:** Direct discrimination can also occur against someone because of their association with a person who has a protected characteristic. For example, the carer of a disabled child.

- **Indirect discrimination:** This can occur when a condition, rule, policy or practice that applies to everyone has the effect of disadvantaging people who share a protected characteristic. Indirect discrimination can be justified if it can be demonstrated fully that the organisation acted reasonably in managing the business need, i.e. that it is *“a proportionate means of achieving a legitimate aim”*.
- **Victimisation:** when someone is treated badly because they intend to make, or have made a complaint about discrimination, or they have supported someone who made a complaint about discrimination
- **Harassment:** this is defined by the Equality Act as *“unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.”*

Any direct or indirect discrimination, victimisation or harassment on the grounds of any of the nine protected characteristics is **unlawful discrimination** under the Equality Act 2010.

The Public Sector Equality Duty (2011) applies to the Council of the Isles of Scilly because it is a public sector organisation, and it means that the Council has a legal duty to have due regard to the need to:

- Eliminate unlawful discrimination
- Advance equality of opportunity between people who share a protected characteristic and those who don’t - within service delivery and employment
- Foster or encourage good relations between people who share a protected characteristic and those who don’t

This means that we need to consider how the Council’s policies and decisions affect people who have one or more protected characteristics. We must think about whether we should take action to meet the needs of people with protected characteristics, or action to remove or reduce disadvantages they face. We must also encourage people with protected characteristics to participate in public life and other activities.

The Council is required to publish equality information at least once per year to show how we have complied with the equality duty.

Service Delivery

In delivering our services, members of the public will be treated with dignity and respect regardless of their culture or background. We will assess the impact of our services on diverse groups and respond to their varied needs on a risk basis, engaging with them and providing services that are appropriate to them.

Our aim is to eliminate all forms of discrimination, harassment and victimisation by ensuring that equality and diversity principles are embedded into all provision, services and procedures.

Employment

The Council will actively support diversity and inclusion and ensure that all our members of staff are valued and treated with dignity and respect. We want to encourage everyone in our organisation to reach their potential. We believe that people from different backgrounds can bring fresh ideas, thinking and approaches which make the way work is undertaken more effective and efficient.

All members of staff, regardless of role in the organisation, will have equality of opportunity and be treated consistently within the policies of the Council. We will seek to prevent all forms of discrimination, and actively consider how to do this in our decision-making, for example by conducting Equality Impact Assessments. Discrimination will not be tolerated in any area of employment, including (but not limited to):

- Recruitment, selection and promotions
- Pay and benefits
- Terms and conditions of employment
- Grievance and discipline processes
- Dismissal
- Redundancy
- Requests for flexible working
- Training, career progression and other developmental opportunities

Roles and Responsibilities

The Council of the Isles of Scilly:

In adopting the principles of this policy, the Council:

- Will not tolerate acts that breach this policy, and all such breaches or alleged breaches will be taken seriously and be fully investigated and may be subject to disciplinary action where appropriate.
- Fully recognises its legal obligations under all relevant legislation and codes of practice.
- Will allow members of staff to pursue any matter through the internal procedures which they believe has exposed them to inequitable treatment within the scope of this policy.
- Will provide equal opportunity to all who apply for vacancies through open competition.
- Will promote the range of careers and opportunities available to attract, recruit and retain people from a variety of backgrounds. Will select candidates only based on their ability to carry out the job, using a clear and open process.
- Will provide all members of staff with the training and development that they need to carry out their job effectively.
- Will provide all reasonable assistance to staff members who are or who become disabled, making reasonable adjustments wherever possible to provide continued employment. We will ensure an appropriate risk assessment is carried out and that appropriate specialist advice is obtained when necessary.
- Will undertake assurance so that it is compliant with legislative requirements and professional standards.
- Will monitor the performance of the Council with regard to Equality, Diversity and Inclusion, through monitoring key metrics, and by regularly listening to feedback from staff members and the community.

Managers:

- You are responsible for creating a positive, inclusive culture that encourages and embraces diversity, and challenges discriminatory attitudes and behaviours amongst colleagues.
- Actively demonstrate your approach to inclusivity by ensuring that your service provides equal access and opportunities for all.
- Implement employment policies and practices in a fair, consistent and equitable way
- Ensure that your decisions about recruitment and selection, reward, terms and conditions, performance management, training, development, and progression are based on individual ability, job requirements and consistent with the policies of the Council.
- Conduct Equality Impact Assessments (EQIA's) in line with the requirements of this policy

- Promptly handle complaints about breaches of this policy confidentially, sensitively, and in line with the Council's procedures.
- Ensure that all staff as part of their induction are required to complete Equality and Diversity Awareness training.
- Ensure that all reasonable adjustments or supportive measures are considered to allow equality of access and opportunity for their staff regardless of age, sex, disability, race, sexual orientation, religion or belief, gender reassignment, pregnancy/maternity and/or marital status.
- Be supportive, and role model positive and ethical behaviours.
- Use accurate and appropriate data to inform your thinking and decision making.

All members of staff:

- Ensure that the way you interact with colleagues and the communities we serve treats people with dignity and respect.
- Co-operate with any measures introduced to deliver equality in service delivery and employment, for example attending EDI training.
- Bring any incidents of discrimination, victimisation or harassment to the attention of your manager in order that it can be dealt with promptly and effectively.
- Must comply with this policy
- Must not engage in any sexual, racial or other harassment or unlawful discrimination against any person in the course of your work.
- Must not use discriminatory language or behaviour.
- Should promote a positive and inclusive culture in the workplace, and recognise the impact of personal behaviour on others.
- Take opportunities to listen and learn from our community, and from each other.

Equal Opportunities in employment

The Council embraces individual and group differences as an opportunity to harness creativity and build continuous improvement. The aim of this section of the policy is to ensure that no job applicant, employee, Councillor, worker, agency staff, volunteer, or contractor is discriminated against either directly or indirectly on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

All members of staff are responsible for implementing this policy and are expected to participate in the preparation and carrying out of practical measures to improve the Council's performance within their area of work.

As an employer the Council will:

- Encourage diversity, ensure equal access to its jobs at all levels, eliminate all forms of discrimination and create an atmosphere at work that is conducive to individual growth and development.
- Adopt a consistent, non-discriminatory approach to the advertising of vacancies.
- Not confine our recruitment to areas or media sources which provide only, or mainly, applicants of a particular group.
- Endeavour through appropriate training to ensure that employees making selection and recruitment decisions will not discriminate, whether consciously or unconsciously, in making these decisions.
- Ensure shortlisting and interviewing is carried out by more than one person where possible.

- Guarantee an interview all job applicants with a disability who meet the minimum selection criteria for a job vacancy
- Regularly monitor the effects of selection decisions and HR practices and procedures to assess whether equal opportunity is being achieved. This will also involve considering any possible indirectly discriminatory effects of its standard working practices. If changes are required, the Council will implement them.
- Limit the requirements of person specifications and role profiles to those requirements that are necessary for the effective performance of the job.
- Make reasonable adjustments for job applicants and staff members to remove barriers relating to a health condition or disability.
 - We will ascertain job applicants' requirements for reasonable adjustments during the selection process by asking what adjustments they require to the selection process at the initial application stage.
 - We will ascertain staff members' requirements for reasonable adjustments during their employment by asking what adjustments they require upon commencing work at the Council.
- Ensure equal access to opportunities for personal and professional learning and development, and career progression (for example promotions).
- Ensure that succession planning processes are focused on achieving equitable outcomes and promoting equal opportunities for people from all backgrounds.

Monitoring will be used to measure the success of this policy and to review its progress.

Equality Impact Assessments

What is an equality impact assessment (EqIA)?

An equality impact assessment (EqIA) is effectively a risk assessment. Its overall aim is to identify risk of inequality, discrimination or disadvantage within service activities (or proposed activities) by assessing the likely impact that Council policies, procedures, projects or functions might have on the different groups of people that we both serve and employ. This includes residents, community groups, staff members and members of the public who may be affected by our activities.

Why do we do EqIA's?

The reason why we conduct an EqIA is to identify any disadvantages that may be caused to people with a protected characteristic, as a result of any Council policy, practice, service, facility or other provision.

The EqIA process helps us to identify what the disadvantages could be for individuals or groups of people from that Council activity. We must then identify the actions we can take to remove or reduce the disadvantage, and carry out those action plans to prevent any potentially discriminatory outcomes.

Effective completion of equality impact assessment is important for all public sector organisations for many reasons, including (but not limited to) the following:

- To meet legal obligations in promoting equality of access and opportunity and avoiding discrimination.
- To meet the Equality commitments we have made within our Equality and Diversity Policy. This applies to both employment and council service delivery activities.
- To proactively identify potential discrimination before it happens, rather than waiting for it to be brought to our attention by staff members, residents, businesses or visitors.

- Many forms of disadvantage or discrimination can be unintentional, indirect or even hidden within Council activities i.e. they are not always immediately obvious or easy to recognise. Undertaking equality impact assessments enables us to identify any potential risks and agree the actions we will take to remove or reduce these risks.
- To identify and meet the needs of diverse residents and staff members
- To design inclusive services and facilities
- To improve our decision-making, and ensure we carefully consider equality and inclusion in everything we do.

Promoting Equality of opportunity and access does not mean treating everybody the same. We may sometimes do different things to meet the needs of different groups of people.

[When is an EQIA required at the Council?](#)

An equality impact assessment is required for the majority of service and employment activities that have an impact on people - this includes:

- Ensuring accessibility to existing facilities and services
- Council policies (creating and/or reviewing/changing them)
- Council Projects
- Reviewing/changing Council services
- Changes to any day-to-day working practices (for example working hours, locations)
- Using a new/different building or facilities to offer a council service
- Beginning to offer a new Council service, or offering an existing service in a new way, for example online rather than face-to-face
- Any decisions which may affect members of the public, or staff members

Managers and staff members must ensure that when any of the above activities or changes are proposed, an EQIA must be completed at the planning stage and before the change is implemented.

[How should we carry out an EQIA?](#)

The Council adopts a five-stage structured approach to carrying out equality impact assessments. These stages are:

1. Defining Aims of the Activity
2. Assess Risks – Direct and Indirect
3. Accessibility Considerations
4. Profiling Information
5. Full Equality Impact Assessment and Action Plan

Further details about each of these stages are contained in the **Equality Impact Assessment Toolkit** at **Appendix 1**.

Training is available for all managers and staff members who are required to carry out EQIA's as part of their role (please see training section below).

[Record-keeping – where should EQIA's be stored?](#)

Equality Impact Assessments should be uploaded to the relevant department's record-keeping system.

Out of date EQIA's which refer to obsolete projects or which have been replaced by newer EQIA's should be removed from the departmental records and placed in an Archive folder.

The Head of HR is the main contact point for EQIA records for the Council, and can be contacted at humanresources@scilly.gov.uk .

How do we ensure the effectiveness of our EQIA's?

Monitoring and review of EQIA outcomes is an important part of this process. We need to make sure that the actions we take as a result of an EQIA, have actually achieved the goal of removing or reducing discrimination.

The way in which this monitoring and review is carried out will vary depending on the circumstances. For example:

- Monitoring the impact of a change to an employment policy could perhaps be done by meeting regularly with staff and/or their representatives to get feedback from them, and monitoring statistics such as staff turnover or sickness absence rates.
- Monitoring the impact of a change in Council services could be monitored by seeking feedback from service users, and tracking the uptake of the service from different sections of our community.

Where possible, evidence from multiple sources should be used to monitor the effectiveness of an EQIA action plan. If the evidence suggests that an EQIA action plan has not been successful in removing the discriminatory effect of a Council activity, the EQIA should be updated and a new action plan promptly developed and deployed.

Training

To ensure that our commitment to Equality, Diversity and Inclusion is upheld, every member of staff must complete regular **EDI awareness training** to refresh their knowledge of the equality act, public sector equality duty and the reason we undertake Equality Impact Assessments. This training will be carried out on an annual basis.

Managers and other staff members who are involved in carrying out **Equality Impact Assessments (EQIA)** are required to complete training in how to undertake an EQIA. This will normally be refreshed every three years.

Managers and other individuals who are involved in **recruitment and selection** are required to complete recruitment and selection training, which will include a section on equality and diversity. This will normally be refreshed every three years.

Other training needs in relation to equality and diversity will be discussed at appraisals and recorded in the staff member's Personal Development Plan.

Monitoring and standards

Monitoring our workforce and the application of our equality and diversity policy helps us understand whether we are achieving our objectives.

All members of staff are invited to declare their ethnicity, gender, age, disability status, sexual orientation and religion or belief, in confidence. This data is only available to the departments who handle it, such as HR and is usually collected through the HR information system. This is a self-service means of updating personal information. All such information collected will be used only for diversity monitoring purposes, and will be collected, stored and processed in accordance with the Council's Data Protection Policy.

Under the Public Sector Equality Duty (2011), we have a responsibility to deliver fair and equal access to goods, facilities and services, free from discrimination. To ensure that we are achieving this, we

monitor access to and impact of our services. This helps us ensure that those most at risk have access to appropriate services; that they are delivered in a way that has greatest impact and so helps reduce preventable deaths and injuries in fires or other emergencies.

[Breaches of this policy](#)

CIOS actively promotes equality and diversity, we take complaints seriously and have developed robust polices for tackling discriminatory behaviour.

We have a comprehensive complaints procedure for dealing with complaints from service users and stakeholders. Members of the public who are concerned that a breach of this policy may have occurred should raise their concern using the Council's complaints procedure, which can be found here: <https://www.scilly.gov.uk/complaints> .

If you are a member of staff at the Council and you believe that you have been subject to any discriminatory treatment at work, please speak to your manager in the first instance, who will work with you to resolve any issues. The Council also has an Anti-Bullying and Harassment policy which provides additional support and guidance in relation to resolving these issues.

If you are an employee, and you are unsatisfied with informal resolutions to your concerns, you can refer to the Grievance Procedure for further details about how to raise a grievance.

Acts of discrimination, harassment or victimisation against colleagues, service users or any other person by members of staff in the workplace are disciplinary offences and will be dealt with under the Council's disciplinary procedure. Discrimination, harassment or victimisation may constitute gross misconduct and could lead to dismissal without notice.

[Resolving problems](#)

If you have any concerns about this policy please speak to your manager in the first instance, who will work with you to resolve any issues.

If you would like this information in another format, please contact your manager.

APPENDIX 1: EQUALITY IMPACT ASSESSMENT TOOLKIT

In this section we will detail a five-stage structured approach to undertaking equality impact assessments.

Each stage is explored, in greater detail within the following sections of this toolkit.

1. Defining Aims of the Activity
2. Assess Risks – Direct and Indirect
3. Accessibility Considerations
4. Profiling Information
5. Full Equality Impact Assessment and Action Plan

1. Defining the aims of an activity

Before commencing an equality impact assessment, it is essential that you establish and understand the answers to the following questions:

- Why does the policy, activity or function exist within our Council?
- What are the legitimate aims i.e. what is it aiming to achieve?
- Can we objectively justify implementing activities which may, on balance, discriminate against certain sections of society?

Examples of defining aims and justifying discrimination:

Activity:	Summary of Aims:	Potential Equality Risks:
Fire Rescue Service Cadets Scheme	Provide opportunities for people aged 13 – 17 to gain fire and rescue service experience.	Age discrimination. The negative impact on other age groups is capable of being justified as the scheme is designed to benefit young people.
Policy requiring fire fighters to be clean shaven	Allow breathing apparatus to fit correctly.	Will generally only apply to men and may disadvantage men from certain religions who do not shave e.g. Sikh. This negative impact is capable of being justified on the grounds of health and safety.
Implementing a compulsory practical swimming test for fire fighters.	Ensure all fire fighters can deal with water based rescue incidents.	May discriminate against people from certain ethnicities who for cultural reasons, may not have learnt to swim and people with certain disabilities. This negative impact may not be justified, and a full equality impact assessment and further

		research and consultation is required.
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2. Assessing risks – Direct and Indirect

Equality risks can be both directly and indirectly discriminatory. Please see the definitions of Direct and Indirect Discrimination earlier in this Equality and Diversity Policy.

Direct discrimination

Where you identify **Direct Discrimination** as part of an equality impact assessment, you should consider the following three key questions:

- 1) Is this discrimination capable of being objectively justified based on the overall aims of the policy / activity?
- 2) Does the direct discrimination affect any of the groups of people protected by the Equality Act and is therefore unlawful? (Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex or Sexual Orientation)
- 3) Could we reduce or remove the discrimination by changing our approaches?

Example: A Council has a policy of undertaking ‘Safe and Well’ visits with residents who are over 65. You undertake an Initial Screening of this policy and identify Direct Age Discrimination in that people under 65 are not entitled to such visits.

Using the three key questions above, you identify the following:

- The policy exists as part of the service’s support to older residents who, on balance, have higher fire risks. This is also supported by local fire incident data.
- The policy directly discriminates against younger residents. ‘Age’ is one of nine characteristics protected by The Equality Act 2010 and this discrimination is therefore at risk of being unlawful.
- Undertaking ‘Safe and Well visits’ with all residents would be logistical impossible but the risk is mitigated by including both disabled residents and other groups you identify as being vulnerable –again using local and national fire research information.

Indirect discrimination

Indirect Discrimination can often be slightly more complicated, unlike direct discrimination, indirect discrimination is often not obvious, overt and may be unintentional. It is important to note that unintentional or even accidental discrimination may explain but does not excuse unlawful discrimination in the eyes of the law.

At this stage, a fourth and very important question is required:

- 4) Is there a risk that this activity could disproportionately impact on certain groups of people?

In this context, ‘disproportionate’ means that on balance, some groups of people would have greater difficulty complying with the stipulated requirements than others.

Treating identified risks

If you identify any potential equality risks when undertaking an equality impact assessment, you are ultimately required to consider one of three different actions. These are:

- Remove the risk by discontinuing the policy or activity.
- Mitigate or reduce the risk by amending the policy or activity.
- Justify the discrimination. As previously stated, in certain circumstances, the service may genuinely be required to treat different groups of people in different ways to deliver a service which can be objectively justified.

Example: A department undertaking safety critical activities has a policy that prohibits all employees from wearing any form of jewellery for health and safety reasons. You undertake an initial screening of this policy and identify at least two potential risks of inequality:

- Sex - on balance, more female cadets may wear jewellery compared to other sexes.
- Religion - certain religions (for example, Sikhs who may be required to wear a bangle and Christians who may wish to wear a cross) wear jewellery as part of their faith.

You undertake a more detailed equality impact assessment of this policy using information and research and ultimately recommend:

- The policy should not be removed completely as there are legitimate reasons for its existence and implementation.
- Any discrimination against people of different religions / faiths cannot be objectively justified as the policy could easily be modified to reduce this risk.
- The policy should therefore be amended to state that whilst most jewellery is forbidden, e.g. rings, earrings, nose rings etc. Jewellery that is directly related to an established faith group may be worn

3. Accessibility Considerations

An equality impact assessment requires you to consider how accessible an activity, policy or function is. Specific Accessibility Considerations include:

- Physical Access to Services
- Digital Inclusion
- Accessibility of Information
- Language
- Non-visible disabilities

Physical access to services

You should be able to demonstrate that the Council has taken all reasonable steps to ensure that a policy, service, function or activity is physically accessible.

This should be in respect of staff members and service users that have any physical limitations or impairments. This should include buildings and premises and the accessibility of information (in different formats/ fonts etc).

Digital exclusion

Where services or information are provided digitally, you should also consider non digital options for people who do not use or cannot access them by electronic means.

Language

Ensure key information is available or easily translated for all, this may be sign language, or languages used by our communities served by the Council.

Nonvisible disabilities

You should consider how the activity being assessed impacts on all types of disabilities, including neuro diverse conditions and learning disabilities.

4. Profiling information

Where an equality impact assessment identifies potential equality risks, data is generally required to support your conclusion.

It is important to use the most up to date data available when completing an equality impact assessment, the data used can often be a combination of quantitative, qualitative, or service data.

Common Types of Data Used:

- **Quantitative data** refers to numbers / metrics and can include demographic information about staff members and communities. Both the Office for National Statistics (www.ons.gov.uk) and partner organisations may have data to support your analysis.
- **Qualitative data** refers to the experience of individuals (or groups) from their own perspectives. This type of data is most commonly collected via either consultations, focus groups, review of complaints made, user feedback or interviews.
- **Service data** is also a valuable evidence source when carrying out an equality impact assessment and can provide an insight into the profile of people who utilise the service or activity being assessed. For example, data about residential care, school attendance, data collected at fire incidents etc.

You should always aim to evidence references to data where possible, by including links to the source of the data.

Consultation, as part of an Equality analysis is typically be drawn from one of three sources:

- **Existing data** extracted from staff and service users. (E.g. incidents, safe and well visits, staff surveys etc.
- **Data metrics** paying particular attention to disproportionality in access and outcomes. For example, job applicant success rates by Sex, Ethnicity and Age.
- **Targeted bespoke** employee or community consultation for specific projects.

You may also use national research and consultation from sources such as:

- The Office for National Statistics – particularly for socio and economic and employment related Equality Analysis.
- The Equality and Human Rights Commission.
- The Government Equalities Office.
- Third Sector agencies like Citizens Advice.

You may find it useful to review any equality analysis reports already undertaken and published (via the web) on similar policies or functions by other public sector organisations.

The intention would not to copy what other people have done, but to draw both inspiration and ideas from external sources!

5. Full Equality Impact Assessment

A full equality impact assessment can be completed using the Council's EQIA template at **Appendix 2**.

An equality impact assessment should contain at least the following key elements:

- A date and owner i.e. when the assessment was performed and by whom.
- Details of the policy, process, activity or function being assessed.
- Details of the related policies and any separate equality analysis that may be required.
- A list of those potentially impacted by the activity e.g. employees, customers.
- The aim of the policy, process, activity or function from the organisational perspective.
- List equality profiling data available (at least race, sex, disability and age).
- Reference any consultation activities or data use (e.g. survey information).
- List the financial implications savings or expenditure.
- Equality impact analysis across protected characteristics.
- As risk rating of discrimination, such as:
 - Likely, not likely, high impact or positive, neutral, negative.
 - All discrimination identified is either removed, mitigated or justified.
 - An action plan containing SMART objective.
 - A review date.

An equality impact assessment should be a detailed and comprehensive, providing a proportionate and relevant assessment of an activity.

Example analysis

The Analysis

What impact will the implementation of this proposal have on people who have characteristics protected by The Equality Act 2010?

Protected Characteristic:	Neutral Impact	Positive Impact	Negative Impact	Evidence of impact and, if applicable, justification if determining proportionate means of achieving a legitimate aim.
Sex (men and women)	Yes			There is no evidence to suggest this activity would have any adverse impacts on residents or potential residents on the grounds of their Sex. Whilst the existing register of landlords does indicate the majority of existing licenses are held by men, we conclude that the proposed use of this activity would, ostensibly, be neutral on the grounds of Sex. There is no data (nationally or locally) relating to resident profiles to indicate whether the activity is likely to be used by one Sex more than another. On balance we conclude a neutral impact in respect of Sex.

Race (all racial groups)		Yes	<p>Whilst there is no statistical data indicating the profile of HMO residents by Ethnicity, we conclude that a risk of potential adverse impact may exist towards people of different ethnicities if the future growth of this activity in the locality.</p> <p>One of the third sector organisations contacted during this activity stating they have reported a marked increase in the number of requests for food parcels from HMO residents in the area during the COVID-19 pandemic.</p> <p>The (anecdotal) accounts of the profile of the HMO residents concerned were reported as “A predominance of eastern European, Black and African migrant workers.”</p> <p>One third sector organisation has kindly offered to undertake a small piece of separate analysis in respect of the profile of their HMO service users by postcode and known Ethnicity. When this analysis is complete, we will add the information as an appendix to this document.</p> <p>Whilst this adverse impact is not proven, it also cannot be wholly discounted due to an absence of accurate equality profiling data.</p> <p>We therefore conclude, on balance, a risk of adverse impact</p>
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It should not generally contain one-line summaries. If a risk of ‘nil impact’ is recorded, you should state why. For example:

“Whilst there is currently no evidence to suggest that female employees are placed at a disadvantage compared to their male or non-binary counterparts, it is recommended that an analysis, by Sex, be performed by H.R. of the ‘lifecycle’ of employees accessing this activity to identify if any adverse trends (e.g. success rates) exists between male, female or non-binary employees.”

Examples of completed equality impact assessments can be obtained by contacting humanresources@scilly.gov.uk .

Tools for effective equality impact assessment completion

You may find this list of hints and tips useful when completing an equality impact assessment

Questions to Use:

- Could different groups of people have different needs, expectations or requirements from us?
- Could different groups of people have different outcomes if treated equally?
- Is different communication (language, pace or method) required?
- Could using one approach to all result in disproportionate or less favourable outcomes?
- Could disability be affecting perception of risk or danger?
- Do statistics indicate higher risks amongst certain groups?
- Do we require different treatment due to cultural age norms?
- Is physical access an increased risk due to bariatric or other mobility issues?
- Do we need to consider the needs of people who identify with both genders or none?
- What religious or cultural sensitivities do we need to be mindful of?
- Are children at risk as part of the activity? Does this require difference of approach?
- Does the provision of a telephone only service create potential barriers to some groups?
- Does the provision of a digital only service create potential barriers to some groups of people?
- Do we deliberately discriminate (treat some people more or less favourably) and is this justifiable?
- What is the overall aim (reason or justification for existence) of this activity, service or policy?
- What are our legitimate aims when implementing this activity?
- Do our legitimate aims require us to legitimately treat different groups of people differently?
- Is any different treatment capable of being justified in pursuing our legitimate aims?

SMART Action Planning

Please ensure that any actions listed at the end of your equality impact assessment meet the basic SMART test in that they are:

- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Time Bound**

They should also list:

- The person responsible for the action
- A review date

Example action planning

As a result of performing this analysis, what actions are proposed to remove or reduce any risk of adverse outcomes identified on employees, service users or other people who share characteristics protected by The Equality Act 2010?

Identified risks	Recommended Actions	Responsible Lead	Completion Date	Review date
Potential adverse (indirect or unintentional) to employees at risk of redundancy by Race, Gender, Disability and Age.	Prior to implementation of this policy, an analysis, indicating the profile of people at risk of redundancy by Gender, Race, Disability, and Age, is performed to ascertain if any disproportionate impact (however unintentional) exists between employees drawn from these different groups.	NAME Head of DEPARTMENT NAME		
Use of numerical and verbal reasoning tests as a generic assessment tool may create a risk of discrimination towards people from certain ethnic minority groups who may, on balance, have lower English literary skills than candidates from other racial groups.	Produce matrix of all job roles at risk of redundancy and using both the Person Specification for each role and the advice from relevant heads of departments, assign a rating to each job role indicating whether literacy and numerical skills required for each role are 'Basic', 'Intermediate' or 'Advanced'. Ensure separate testing is used for the three different requirements of literacy and numeracy.	NAME Head of HR		

Policy / Project / Function					Date of Analysis		
Analysis Rating: please tick 1 box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes).	RED	AMBER	GREEN		Proportionate means achieving a legitimate aim/can be objectively justified.		
Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)							
Please list any other policies that are related to or referred to as part of this analysis							
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)							
What are the aims and intended effects of this proposal (project, policy, function, service)?							
Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service)? Please Tick ✓ (See Completion notes)							
YES:	NO:						
List any Consultations e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function)?							
Financial Analysis If applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of the implementation of this policy, project, or function.							
Costs (£)	Projected Returns £						

Implementation £				Projected Savings £
What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? ✓ (See Completion notes)				
Protected Characteristic: Neutral Impact: Positive Impact: Negative Impact: Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists				
Sex (Men and Women)				
Race (All Racial Groups)				
Disability (Mental, Physical, and Carers of Disabled people)				
Religion or Belief				
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)				
Pregnancy and Maternity				
Marital Status (Married and Civil Partnerships)				
Gender Reassignment (Includes non-binary)				
Age (People of all ages)				
What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists

This Equality Impact Analysis was completed by: (Name and Department):



Equality Impact Assessment - Action plan

Completion Notes:

Analysis Ratings:	<p>The analysis rating is located at the top of the document so that if you have several impact assessments you will be able to determine priority impact status. To assure the analysis determines the rating, the rating should not be determined before the analysis has been completed.</p> <p>Red: As a result of performing this analysis, it is evident a risk of discrimination exists (direct, indirect, unintentional, or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics (and / or local non-legislative factors)</i>. In this instance, it is recommended that the use of the activity or policy be suspended until further work or analysis is performed.</p> <p>If it is considered this risk of discrimination (is <i>objectively justified</i>, and/or the use of this proposal (policy, activity, function) is a <i>proportionate means of achieving a legitimate aim</i>; this should be indicated and further professional advice taken.</p> <p>Amber: As a result of performing this analysis, it is evident a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p>Green: As a result of performing this analysis, no adverse effects on people who share Protected Characteristics <i>and / or local non-legislative factors</i> are identified - no further actions are recommended at this stage.</p>
Equality Data:	<p>Equality data is internal or external information that may indicate how the activity or policy being analysed can affect different groups of people who share the nine Protected Characteristics <i>and / or local non-legislative factors</i>. Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1: Application success rates by <i>Equality Groups</i> 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i> 4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i>
Legal Status:	<p>This document is designed to assist organisations in “<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</i>” as required by <i>The Equality Act Public Sector Duty 2011</i>.</p> <p>You may wish to extend “due regard” to local/non-legislative factors such as social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes). What impact will the implementation of this proposal have on people for which there is no legal requirement? (consider each local non-legislative factor separately).</p> <p>Doing this analysis may also identify opportunities to <i>foster good relations and advance opportunity</i> between those who share Protected Characteristics <i>and / or local non-legislative factors</i> and those that do not.</p>

	<i>An EqIA is not legally binding and should not be used as a substitute for legal or other professional advice.</i>
Objective And/or Proportionate	<p>Certain discrimination may be capable of being defensible if the determining reason is:</p> <p>(i) <i>objectively justified</i> (ii) <i>a proportionate means of achieving a legitimate aim</i> of the organisation</p> <p>For <i>objective justification</i>, the determining reason must be a real, objective consideration, and not in itself discriminatory. To be '<i>proportionate</i>' there must be no alternative measures available that would meet the aim without too much difficulty that would avoid such a discriminatory effect. Where (i) and/or (ii) is identified it is recommended that professional (legal) advice is sought prior to completing an Equality Impact Assessment.</p>

We want to ensure that your needs are met.

If you would like this information in an audio format, Braille, large print, any other format or interpreted in a language other than English, please contact:

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