

Equality Impact Assessment (EqIA)

Deciding what needs to be assessed

In theory all policies, decisions, services, projects and programmes should be impact assessed. The most practical approach is to assess as the proposal is being developed or as processes, services and policies come up for review making the EQIA part of the development process. Do not be put off by the list below, it does not mean that long and detailed assessments are required every time you are engaged in one of the activities. However, it does mean that you should always consider the equalities implications of your proposals.

Policy

- New policy development
- Substantial revision of an existing policy or process
- Any change which may have a disproportionate impact on a particular group

Decision

- Key decision
- Decision for management board/cabinet
- Budget change decision

Service

- New service
- Service review, including the decommissioning of services
- Any service change which may have a disproportionate impact on a particular group

Projects and programmes

- All, at planning stage

Further information: [Equality Impact Assessments - a user's guide](#)

Section one

No.	Question	Response
1.1	Name of policy/decision/service/project/programme being assessed	2025 At Our Best Colleague Survey
1.2	Summary of aims and objectives of the policy/decision/service/project/programme	The annual Colleague Survey is conducted to gather feedback from colleagues on a range of workplace issues including engagement, satisfaction, wellbeing, and organisational culture. The results inform continuous improvement efforts and support the development of the At Our Best Programme/an inclusive workplace.
1.3	Who is affected by the policy/decision/service/project/programme? (For example, employees/service users/supplier/contractor)	All employees, including temporary and casual colleagues
1.4	What involvement and consultation has been done in relation to this proposal? (For example, with relevant groups and stakeholders)	This is the third year of running the survey in the current format. Whilst there has been no consultation with colleagues, the survey and its outputs are endorsed by the Senior Leadership Team.
1.5	What are the arrangements for monitoring and reviewing the actual impact of the policy/funding activity/event?	The annual Colleague Survey is a key tool to monitor colleague experience and ensure equitable treatment across all protected characteristics. While no major adverse impacts have been identified during completion of the EQIA, actions will be taken to improve accessibility and inclusiveness. The impact will be reviewed annually in line with survey updates.

Section two – protected characteristics

Protected characteristic group	Is there a potential for positive or negative impact? Is the impact neutral?	Please explain and give examples of any evidence/data used	Action to address negative impact (for example, adjustment to the proposal)
Disability	Negative	Some employees may require adjustments to access the survey.	Survey platform should be accessible (e.g. screen-reader compatible). This has now been checked and confirmed as compatible by IT.
Gender reassignment	Neutral	No differential impact identified.	Survey should include inclusive demographic options. Although an 'Other option' with free text was available, additional options have now been added for 2025.
Marriage or civil partnership	Neutral	Not affected by this activity.	No data collected about marital/partnership status
Pregnancy and maternity	Negative	Employees who are not in the workplace at the time the survey is issued will not have access to the communications.	Employees on leave can still access the survey online. Ensure communications reach all. This also forms part of the management warm-up communications.
Race	Neutral	No differential impact identified.	Inclusive demographic data is collected. No race-based barriers identified.
Religion or belief	Neutral	No religion-specific content or timing impacts.	Inclusive demographic data is collected.

Sexual orientation	Neutral	Inclusive language used; responses are confidential.	Inclusive demographic data is collected.
Sex (gender)	Neutral	Survey is inclusive and anonymised.	Inclusive demographic data is collected.
Age	Neutral	All age groups are invited to participate equally.	
Children in care and care leavers	N/A		

Section three – evaluation

No.	Question	Explanation/justification
3.1	Is it possible the proposed policy or activity or change in policy or activity could discriminate or unfairly disadvantage people?	<p>See 2. In addition:</p> <ol style="list-style-type: none"> 1. Ensure survey platform complies with WCAG 2.1 accessibility standards. For 2025 IT have checked and confirmed the Form compatibility with a screen reader. 2. Review and update demographic questions to reflect inclusive language and options (e.g., gender identity, sexual orientation) For 2025 we have included additional response options e.g. Genderfluid and 'prefer to self-describe' along with 'other' as free text. 3. Ensure colleague on leave or without regular digital access are informed and supported to participate. This remains part of the comms plan for 2025, as with previous years.

No.	Final Decision	Cross the relevant box	Include any explanation / justification required
1	No barriers identified, therefore activity will proceed	x	<p>Actions taken to check or improve all areas highlighted.</p> <p>In addition:</p>

			<ul style="list-style-type: none"> • Response rates monitored by demographic group (where data is available and anonymity preserved). • Feedback on accessibility and inclusion gathered post-survey. • Analysis of results by demographic to detect any disparities or trends.
2	Stop at some point because the data shows bias towards one or more groups		
3	Adapt or change the event in a way which you think will eliminate the bias		
4	Barriers and impact have been identified, however having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy or practice (for example, in extreme cases or where positive action is taken). Therefore, proceed with caution with this knowing that it may favour some people less than others, providing justification for this decision		

Section four – record keeping

Question	Response
Will this EqIA be published* (*EqIA's should be published alongside relevant event paperwork including cabinet papers):	TBC
Date completed	05/09/25
Review date (if applicable)	Ahead of 2026 Colleague Survey

Change log

Name	Date	Version	Change made
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Victoria Hornby	22/07/25	V220725	Comments added where actions are being investigated.
Victoria Hornby	05/09/25	V050925	EQIA form finalised now that IT investigations and form adaptations complete. Will review again for the 2026 Colleague Survey.

Responsibilities

Question	Response	Date completed
Name of person leading this EqIA	Karen Heaven on behalf of Victoria Hornby	26/06/2025

Question	Response
Names and roles of people involved in the consideration of impact	Karen Heaven, Employee Health, Wellbeing and Inclusion Lead.

Question	Response	Date signed
Name of Director signing EqIA	Anna Horton, on behalf of Alex Holly	05/09/25