

# 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	<b>Name of policy/decision/service/project/programme being assessed</b>	At Our Best Strategy and Delivery Programme
1.2	<b>Summary of aims and objectives of the policy/decision/service/project/programme</b>	<p>The <i>At Our Best</i> People Strategy sets the direction for workforce and culture priorities for 2025–2029. It aims to ensure that Swindon Borough Council (SBC) has an inclusive, engaged, skilled and sustainable workforce to deliver on the ambitions of the <i>Swindon Plan</i> and support high-quality, preventative, resident-focused services. It establishes five strategic priorities:</p> <ul style="list-style-type: none"> <li>• United in Our Purpose</li> <li>• Performing with Purpose</li> <li>• Developing Future Skills and Careers</li> <li>• Equipping Teams for Today and Tomorrow</li> <li>• A Positive Colleague Experience at the Heart</li> </ul> <p>It is underpinned by <i>The Swindon Commitment</i> — shared values and behaviours (We See, We Hear, We Care, We Act, We Learn) that guide how colleagues work together and serve residents.</p>
1.3	<b>Who is affected by the policy/decision/service/project/programme?</b> (For example, employees/service users/supplier/contractor)	<ul style="list-style-type: none"> <li>• All SBC colleagues and managers (approx. 2,600 people)</li> <li>• Current and future job applicants</li> <li>• Contractors, agency and partner staff working alongside SBC</li> <li>• Indirectly, residents and communities who benefit from improved services</li> </ul>

<b>1.4</b>	<b>What involvement and consultation has been done in relation to this proposal?</b> (For example, with relevant groups and stakeholders)	<p>The strategy was shaped through extensive engagement:</p> <ul style="list-style-type: none"> <li>• Colleague workshops, surveys and focus groups across all service areas</li> <li>• Input from leadership and managers</li> <li>• Review of workforce and equality data, PDR and learning completion rates</li> <li>• Feedback from staff networks and exit interviews</li> <li>• Reference to local and national workforce challenges, including recruitment and retention trends</li> </ul>
<b>1.5</b>	<b>What are the arrangements for monitoring and reviewing the actual impact of the policy/funding activity/event?</b>	<p>Progress will be tracked through:</p> <ul style="list-style-type: none"> <li>• Colleague survey results (engagement, inclusion, wellbeing)</li> <li>• Workforce and equality data (recruitment, progression, pay, turnover)</li> <li>• Leadership indicators and PDR completion rates</li> <li>• Delivery tracking through the At Our Best Programme and transformation governance structures</li> </ul>

## 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	positive	Focus on inclusive recruitment, workplace adjustments, wellbeing and accessible learning opportunities.	Regular review of adjustments, inclusive design of digital learning, continued engagement with Disability Confident scheme.
Gender reassignment	positive	Commitment to respect, inclusion and psychological safety through The Swindon Commitment	Ensure HR policy refresh includes gender identity guidance and inclusive language

Marriage or civil partnership	neutral	No identified disproportionate impact	Continue to apply equitable employment policies.
Pregnancy and maternity	positive	Enhanced wellbeing focus	Maintain strong maternity/paternity support and flexible working options
Race	positive	Strategy promotes workforce diversity and inclusion	Use data to monitor representation and progression; engage diverse networks in recruitment campaigns.
Religion or belief	positive	Inclusive culture and respect for difference embedded in The Swindon Commitment	Continue awareness training and inclusive workplace practices.
Sexual orientation	Positive	Explicit inclusion and respect within the values and culture pillars	Engage with LGBTQ+ community within Swindon BC to monitor lived experience
Sex (gender)	Positive	Focus on fairness, inclusion and equitable progression opportunities	Monitor pay and progression data by gender; take targeted action if gaps emerge
Age	Positive	Focus on intergenerational knowledge transfer and early careers	Strengthen apprenticeships, mentoring and succession planning
Children in care and care leavers		Corporate commitment to support care leavers through employment pathways.	Continue to develop targeted entry routes and mentoring support

## Section three – evaluation

No.	Question	Explanation/justification
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<b>3.1</b>	<b>Is it possible the proposed policy or activity or change in policy or activity could discriminate or unfairly disadvantage people?</b>	No. The strategy is designed to improve fairness, inclusion and equality of opportunity. However, as workforce change and reprioritisation occur, SBC will need to monitor for any unintended impacts on underrepresented groups and ensure equitable access to development and career opportunities
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<b>No.</b>	<b>Final Decision</b>	<b>Tick the relevant box</b>	<b>Include any explanation / justification required</b>
<b>1</b>	No barriers identified, therefore activity will proceed	✓	
<b>2</b>	Stop at some point because the data shows bias towards one or more groups		
<b>3</b>	Adapt or change the event in a way which you think will eliminate the bias		
<b>4</b>	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

<b>Question</b>	<b>Response</b>
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<b>Will this EqIA be published* (*EqIA's should be published alongside relevant event paperwork including cabinet papers):</b>	Yes
<b>Date completed</b>	
<b>Review date (if applicable)</b>	

## Change log

<b>Name</b>	<b>Date</b>	<b>Version</b>	<b>Change made</b>
Alex Holly, Director of HR and OD		V1	

## Responsibilities

<b>Question</b>	<b>Response</b>	<b>Date completed</b>
<b>Name of person leading this EqIA</b>	Alex Holly	

<b>Question</b>	<b>Response</b>
<b>Names and roles of people involved in the consideration of impact</b>	

<b>Question</b>	<b>Response</b>	<b>Date signed</b>
<b>Name of Director signing EqIA</b>	Alex Holly	