EqIA reviewed Feb 2009



Guidance for Conducting Equality Impact Assessments

Equality Impact Assessment Form

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of the council by making sure that our services, functions, policies procedures, practices and projects do not discriminate and that, where possible, they promote equality.

The process is carried out by systematically analysing a proposed or existing service, function, policy, procedure, practice or project to identify what effect, or likely effect it will have on different groups in the community.

Our aim is to ensure that:

- a) Any negative consequences are eliminated or minimised
- b) We consider whether any neutral impact can be made positive
- c) Any positive impact is enhanced

This is a standard form designed for use throughout the council. As such, it may not fit your service, function, policy, procedure, practice or project as well as you would like.

You may not be able to complete each section of this form. Where you cannot, it may be because:

- 1) Such information exists, but you have not come across it
- 2) There is no such information available, but it can be gathered easily
- 3) There is no such information and a system needs to be set up, consultation needs to be undertaken or research carried out to get that information

One of the outcomes of this equality impact and needs assessment is for you to recommend or agree actions (see parts 5 and 6 – related to a), b) and c) above. As such, you may want to consider recommending or agreeing an action to research or consult with people to gather the information that will help you to complete this assessment.

Part 1 – Aims and Implementation of the Policy, Service, Procedure, Practice or project

1.1 What is being assessed? Name of the service, policy, procedure, practice or project

What is being assessed – service, function, policy, procedure, practice or project? Is it new or existing?

A Strategy for ensuring an environment for a thriving third sector on the Isle of Wight. This is a Council strategy also to be adopted by the IW NHS and the Rural Community Council. This strategy is sponsored and supported by the Island Strategic Partnership (ISP).

1.2 Officer(s) and section or service responsible for completing the assessment *Explain why the members of the impact assessment team were selected, e.g. the knowledge and experience they bring to the process.*

Martin Johnson, IW Council Partnerships Manager, has completed this assessment on behalf of the main partners in the strategy. The strategy has four diverse strands. Each one of the strands will have a separate action plan and equalities impact assessment, to be undertaken in association with representatives of the IW Council and the voluntary sector.

1.3 What is the main purpose or aims of the service, policy, procedure, practice or project?

The strategy aims to ensure that the partners in the project work closely together to deliver increased public services through the third sector, and to ensure that the wider third sector is made sustainable and able to strengthen Island communities.

1.4 Who is affected by the service, policy, procedure, practice or project? Who is it intended to benefit and how?

- 1. Who are the main stakeholders in relation to this policy?
- 2. What outcomes would other stakeholders want from this policy?

3. Are there any groups which might be expected to benefit from the intended outcomes, but which do not?

The main stakeholders in the strategy are the public sector partners, the voluntary sector and the users of services provided by the third sector. All partners have agreed the strategic outcomes.

1.5 Has the service, policy, procedure or practice been promoted or explained to those it might affect directly or indirectly?

The strategy has been developed inclusively and publicly from July 2008 to March 2009. This has involved public consultation with a focus on the groups and organisations most affected by the strategy and its objectives.

A final draft of the strategy has been promoted and explained to key stakeholders for three months to March 2009.

Consultation included advertising for comment, news articles, conferences, presentations to stakeholders, workshops and focus groups.

1.6 How does the service, policy, procedure or practice contribute to better community cohesion?

(How do you promote good relations between different communities you serve based on mutual understanding and respect?

What opportunities are there for positive cross-cultural contact between these communities to take place, e.g. between younger and older people, or between people of different religious faiths?)

A thriving third sector will collaborate in delivering local public services and providing opportunities for greater citizen involvement in the community. This will give voice and opportunity to communities that don't normally engage with the democratic or civic process. It will enable greater capacity to campaign, influence civic life and play an active role in the community. More inclusive commissioning will also result in better access to services by under-represented users.

1.7 How does the service, policy, procedure, practice or project fit in with the council's wider aims?

(Include corporate and partnership priorities. How does the policy relate to other policies and practices within the Authority? What factors or forces could contribute or detract from the outcomes? How do these outcomes meet or hinder other policies, values or objectives of the Authority?

The strategy addresses all four Eco Island themes. It also supports the council's statutory requirement to promote sustainable communities and active citizenship. There are also a number of 'One Island' Council objectives supported by the presence of a thriving third sector and a revised and inclusive commissioning process as set out in the strategy. The strategy will also improve commissioning and service delivery options for the Council and partner organisations.

1.8 What is the relevance of the aims of the service, policy, procedure, practice or project to the equality target groups and the council's duty to eliminate unlawful racial, disability and gender discrimination; and promote equality of opportunity?

The strategy promotes an inclusive and sustainable community.

The strategy will have the effect of strengthening an environment in which third sector organisations can facilitate and articulate the views and involvement of otherwise excluded, disengaged or under-represented communities.

Its effect will be to ensure that the commissioning of public services and the sustainability of the third sector are included in all commissioning and partnership activity across sectors. The Island Strategic Partnership sponsors the strategy and will continue to support inclusive approaches to building a successful and sustainable community.

1.9 How is, or will the service, policy, procedure, practice or project be put into practice and who is, or will be responsible for it?

Who defines or defined the policy?

Who implements the policy?

How does the Authority interface with other bodies in relation to the implementation of this policy?

Is the service provided solely by the Section/Division or in conjunction with another Section/Division, agency or contractor?

If external parties are involved, then what are the measures in place to ensure that they comply with the Authority's Equality & Diversity Strategy?

The strategy has been defined and led by the Compact Strategy Group (CSG), a group sponsored by the ISP. The policy will be implemented by the IW Council, the IW NHS and representatives of the third sector via the RCC.

The RCC and IW NHS have a fully inclusive approach to equality and diversity in their governance and service delivery.

To conduct the assessment, you will need information about service users and staff that provide the service. This section is to help you identify the sort of information that will be needed to help you assess whether there may be barriers to different equality groups who access your service, policy, procedure, practice or project.

2.1 List all examples of quantitative and qualitative data or any consultation information available that will enable the impact assessment to be undertaken. *Include information (where appropriate) from other directorates, 2001 Census etc. Please note that in some cases data may not exist or be available and you may therefore have to undertake additional research.*

The partners have considered the nature and quantity of financial and other investment by the public sector in the third sector. This amounts to in excess of £12m in 2007-08. Also considered are the extent of volunteering and the infrastructure development needs of the third sector. The RCC has also been engaged in continuous efforts to attract investment ion the infrastructure and quality of the third sector.

2.2 Equalities profile of users or beneficiaries. Use the council's diversity monitoring categories and provide data by target group of users or beneficiaries to determine whether the service user profile reflects the local population or relevant target group of if there is over or under representation of these groups.

The strategy is addressed at the whole population. This will include a number of excluded, under-engaged or under-represented communities. These communities are defined in census data and in datasets including MOSAIC.

2.3 Evidence of complaints against the service, policy, procedure, practice or project on grounds of discrimination.

Is there any evidence of complaints either from customers or staff (grievance) as to the delivery of the service or its operations on the equality target groups?

There is no evidence that the strategy is re-defining any existing activity that may have attracted complaints based on equality or diversity discrimination.

2.4 What does the consultation, research and/or data indicate about the negative impact of the service, policy, procedure, practice or project?

The strategy will launch a new commissioning framework for grants that will lead to some established third sector organisations losing their funding. A number of excluded or underrepresented community groups including the users of third sector services, may believe that the new process, while designed to be transparent and fair, is discriminatory.

2.5 What does the consultation, research and/or data indicate about the positive impact of the service, policy, procedure, practice or project?

The strategy will implement a number of skills and asset improvements to the sector. In addition, the new commissioning framework for making grants will give opportunities to groups, organisations and communities who have hitherto been unable to secure grant funding.

Part 3 – Assessment of impact

Now that you have looked at the purpose etc of the service, policy, procedure, practice or project (part 1) and looked at the data and research (part 2), this sections asks you to assess the impact, positive and negative, of the service, policy, procedure, practice or project on each of the six strands of diversity covered in the Authority's Equality and Diversity Strategy and Policy.

3.1 <u>Race</u> – testing of disproportional, adverse, neutral or positive impact

a) Identify the effect of this policy on different race groups from information available

The strategy will give all groups access to the design of commissioning solutions to public service delivery.

It will also give new and existing representative groups new opportunities to access grant funding for the delivery of services that will meet commissioning objectives.

Groups currently receiving services may lose funding as a consequence of changes in commissioning and funding arrangements.

All commissioning, design and funding decisions will be subject to equalities impact assessment to ensure that groups are not differentially affected by the commissioning and funding process. This will enable action to be taken to halt or fully moderate the impact of unintended discriminatory actions.

b) How is the target race group reflected in the take up of the service?

The strategy is global in nature and will affect all groups and citizens receiving public services or grant aided services currently provided by third sector organisations. This may result in either a reduced take up or, and in preference, a greater take up of services that have been subject to a more inclusive commissioning and design process.

c) From the evidence available, does the policy affect or have the potential to affect racial groups differently?

Yes

No X

d) If yes, do any of the differences amount to?

-	
	Reason, evidence, comment
Barriers, negative impact or unlawful discrimination	
Neutral Impact	
Positive impact	

e) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one racial group or for another legitimate reason?

3.2 <u>Gender</u> – testing of disproportionate, adverse, neutral or positive impact

a) Identify the effect of this policy on different gender groups from information available

The strategy will give all groups access to the design of commissioning solutions to public service delivery.

It will also give new and existing representative groups new opportunities to access grant funding for the delivery of services that will meet commissioning objectives.

Groups currently receiving services may lose funding as a consequence of changes in commissioning and funding arrangements.

All commissioning, design and funding decisions will be subject to equalities impact assessment to ensure that groups are not differentially affected by the commissioning and funding process. This will enable action to be taken to halt or fully moderate the impact of unintended discriminatory actions.

b) How are men, women and transgender people reflected in the take up of the service?

The strategy is global in nature and will affect all groups and citizens receiving public services or grant aided services currently provided by third sector organisations. This may result in either a reduced take up or, and in preference, a greater take up of services that have been subject to a more inclusive commissioning and design process.

c) From the evidence available, does the policy affect or have the potential to affect men, women or transgender people differently?

Yes No X

d) If yes, do any of the differences amount to?

	Reason, evidence, comment		
Barriers, negative impact or unlawful discrimination			
Neutral Impact			
Positive impact			

e) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one gender or for another legitimate reason?

3.3 **<u>Disability</u>** - testing of disproportionate, adverse, neutral or positive impact

a) Identify the effect of this policy on disabled people from information available

The strategy will give all groups access to the design of commissioning solutions to public service delivery.

It will also give new and existing representative groups new opportunities to access grant funding for the delivery of services that will meet commissioning objectives.

Groups currently receiving services may lose funding as a consequence of changes in commissioning and funding arrangements.

All commissioning, design and funding decisions will be subject to equalities impact assessment to ensure that groups are not differentially affected by the commissioning and funding process. This will enable action to be taken to halt or fully moderate the impact of unintended discriminatory actions.

b) How are disabled people reflected in the take up of the service?

The strategy is global in nature and will affect all groups and citizens receiving public services or grant aided services currently provided by third sector organisations. This may result in either a reduced take up or, and in preference, a greater take up of services that have been subject to a more inclusive commissioning and design process.

c) From the evidence available, does the policy affect or have the potential to affect disabled people differently?

d) If yes, do any of the differences amount to?

X

No

	Reason, evidence, comment
Barriers, negative impact or unlawful discrimination	
Neutral Impact	
Positive impact	

e) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for disabled people or for another legitimate reason?

3.4 <u>Age</u> - testing of disproportionate, adverse, neutral or positive impact

a) Identify the effect of this policy on different age groups from information available

The strategy will give all groups access to the design of commissioning solutions to public service delivery.

It will also give new and existing representative groups new opportunities to access grant funding for the delivery of services that will meet commissioning objectives.

Groups currently receiving services may lose funding as a consequence of changes in commissioning and funding arrangements.

All commissioning, design and funding decisions will be subject to equalities impact assessment to ensure that groups are not differentially affected by the commissioning and funding process. This will enable action to be taken to halt or fully moderate the impact of unintended discriminatory actions.

b) How are the different age groups reflected in the take up of the service?

The strategy is global in nature and will affect all groups and citizens receiving public services or grant aided services currently provided by third sector organisations. This may result in either a reduced take up or, and in preference, a greater take up of services that have been subject to a more inclusive commissioning and design process.

c) From the evidence available, does the policy affect or have the potential to affect age groups differently?

Yes No X

d) If yes, do any of the differences amount to?

	Reason, evidence, comment
Barriers, negative impact or unlawful discrimination	
Neutral Impact	
Positive impact	

e) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one age group or for another legitimate reason?

3.5 <u>Gay, Lesbian, and Bisexual</u> - testing of disproportionate, adverse, neutral or positive impact

a) Identify the effect of this policy on gay, lesbian and bisexual groups from information available

The strategy will give all groups access to the design of commissioning solutions to public service delivery.

It will also give new and existing representative groups new opportunities to access grant funding for the delivery of services that will meet commissioning objectives.

Groups currently receiving services may lose funding as a consequence of changes in commissioning and funding arrangements.

All commissioning, design and funding decisions will be subject to equalities impact assessment to ensure that groups are not differentially affected by the commissioning and funding process. This will enable action to be taken to halt or fully moderate the impact of unintended discriminatory actions.

b) How is this target group reflected in the take up of the service?

The strategy is global in nature and will affect all groups and citizens receiving public services or grant aided services currently provided by third sector organisations. This may result in either a reduced take up or, and in preference, a greater take up of services that have been subject to a more inclusive commissioning and design process.

c) From the evidence available, does the policy affect or have the potential to affect gay, lesbian and bisexual people differently?

Yes

d) If yes, do any of the differences amount to?

	Reason, evidence, comment		
Barriers, negative impact			
or unlawful discrimination			
Neutral Impact			
Positive impact			
••••			

e) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for gay, lesbian and bisexual people or for another legitimate reason?

3.6 <u>Religion, Belief</u> – testing of disproportionate, adverse, neutral or positive impact

a) Identify the effect of this policy on different religious, belief groups from information available

The strategy will give all groups access to the design of commissioning solutions to public service delivery.

It will also give new and existing representative groups new opportunities to access grant funding for the delivery of services that will meet commissioning objectives.

Groups currently receiving services may lose funding as a consequence of changes in commissioning and funding arrangements.

All commissioning, design and funding decisions will be subject to equalities impact assessment to ensure that groups are not differentially affected by the commissioning and funding process. This will enable action to be taken to halt or fully moderate the impact of unintended discriminatory actions.

b) How are the target religious, belief groups reflected in the take up of the service?

The strategy is global in nature and will affect all groups and citizens receiving public services or grant aided services currently provided by third sector organisations. This may result in either a reduced take up or, and in preference, a greater take up of services that have been subject to a more inclusive commissioning and design process.

c) From the evidence available, does the policy affect or have the potential to affect religious, belief groups differently?

Yes No X

d) If yes, do any of the differences amount to?

	Reason, evidence, comment
Barriers, negative impact or unlawful discrimination	
Neutral Impact	
Positive impact	

e) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one religious, belief or for another legitimate reason?

3.7 <u>Other</u> - Additional groups that may experience impacts - testing of disproportionate, adverse, neutral or positive impact

a) Identify the effect of this policy on different other groups from information available

These other groups could include factors such as literacy, health, poverty, marital status, etc.

The strategy will give all groups access to the design of commissioning solutions to public service delivery.

It will also give new and existing representative groups new opportunities to access grant funding for the delivery of services that will meet commissioning objectives.

Groups currently receiving services may lose funding as a consequence of changes in commissioning and funding arrangements.

All commissioning, design and funding decisions will be subject to equalities impact assessment to ensure that groups are not differentially affected by the commissioning and funding process. This will enable action to be taken to halt or fully moderate the impact of unintended discriminatory actions.

b) How are the target other groups reflected in the take up of the service?

The strategy is global in nature and will affect all groups and citizens receiving public services or grant aided services currently provided by third sector organisations. This may result in either a reduced take up or, and in preference, a greater take up of services that have been subject to a more inclusive commissioning and design process.

c) From the evidence available, does the policy affect or have the potential to affect other groups differently?

Yes No X

d) If yes, do any of the differences amount to?

	Reason, evidence, comment
Barriers, negative impact or unlawful discrimination	
Neutral Impact	
Positive impact	

e) If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for other group or for another legitimate reason?

Part 4 – Measures to mitigate disproportionate or adverse impact or improve on neutral or positive impacts

4.1 If there is any negative impact on any target equality group identified in Section 3, is the impact intended or legal?

The strategy is designed to ensure a more inclusive approach to ensuring a sustainable third sector. It is possible that the new arrangements for engaging with the sector, commissioning and funding, developing the role of the volunteer and building infrastructure, may result in unplanned and unintended discrimination. This will be entirely unintended and when identified will be subject to corrective action.

4.2 Specify measures that can be taken to remove or minimise the disproportionate or adverse effect identified in Section 3. If none were identified in Section 3; identify how disproportionate impact or adverse effect could be avoided in future.

Consider measures to mitigate any adverse impact and better achieve the promotion of equal opportunity.

When making decisions that on assessment may be regarded as discriminatory, a number of mitigating actions may be taken. This is most likely in changes to grant funding. When funding arrangements change, an impact assessment on service users will take place. If there are adverse or discriminatory impacts, the commissioner will review the decision for fairness and transparency. If this is safe, transitional measures that will protect service users from the impact of change will be implemented.

4.3 If there is no evidence that the service, policy, procedure, practice or project promotes equality, equal opportunities or improves relations within equality target groups, what amendments could be made to achieve this?

Not applicable.

4.4 If a neutral or positive impact has been identified, can that impact be improved upon (continuous improvement)?What at the improvements that can be made?Can they be applied elsewhere in the Authority?

The strategy will be reviewed in April 2011 to assess impact and refresh objectives. The strategy will have the impact of guiding a number of practices that have an effect on service users. It will be used to enhance a number of corporate and partnership activities that have a bearing on inclusiveness and equality.

4.5 How will any amended service, policy, procedure, practice or project be implemented, including any necessary training? Include actions, date for completion, officer(s) responsible and any budget requirements

The strategy will be implemented across the partnership by all partners. Training in new processes will be based on the piloting of key processes. Training will be provided from existing budgets and through external funding.

Part 5 – Conclusions and recommendations

5.1 Does the policy comply with equalities legislation, including the duty to promote race, disability and gender equality?

Take into account your findings from the impact assessment and consultation and explain how the policy was decided upon its intended effects and its benefits

Yes X No

5.2 What are the main areas requiring further attention?

The four key strands of the policy will lead to action plans that will be subject to equalities impact assessment.

5.3 Summary of recommendations for improvement

The Compact Strategy Group (CSG) will monitor compliance with any plans and actions arising from impact assessments and the policy requirements of the implementing partners.

5.4 What equality monitoring, evaluation, review systems have been set up to carry out regular checks on the effects of the service, policy, procedure, practice or project? *Give details*

The principle monitoring regime will be based on the action plans developed for each strand of the strategy, and reported to CSG.

5.5 When will the amended service, policy, procedure or practice be reviewed? Include dates for completion and officer(s) responsible

April 2011

 Date completed
 13th Feb 2009
 Signed by (Manager)
 Martin Johnson

Part 6 – Equality impact assessment improvement plan

The table below should be completed using the information from the equality impact assessment to produce an action plan for the implementation of the proposals to:

- 1. Lower the negative impact, and/or
- 2. Ensure that the negative impact is legal under anti-discriminatory law, and/or
- 3. Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups, i.e. increase the positive impact

Please ensure that you update your service/business plan within the equality objectives/targets and actions identified below:

Area of negative impact	Changes proposed	Lead officer	Timescale	Resource implications	Comments
Race	Ensure robust impact assessments are in place for action and implementation activities.	Martin Johnson	September 2009	Training plans required	
Disability	Ensure robust impact assessments are in place for action and implementation activities.	Martin Johnson	September 2009	Training plans required	
Age	Ensure robust impact assessments are in place for action and implementation activities.	Martin Johnson	September 2009	Training plans required	
Religious and Philosophical belief	Ensure robust impact assessments are in place for action and implementation activities.	Martin Johnson	September 2009	Training plans required	

Gender	Ensure robust impact assessments are in place for action and implementation activities.	Martin Johnson	September 2009	Training plans required	
Sexual orientation	Ensure robust impact assessments are in place for action and implementation activities.	Martin Johnson	September 2009	Training plans required	
Geographical location	Ensure robust impact assessments are in place for action and implementation activities.	Martin Johnson	September 2009	Training plans required	

Part 6 – Equality impact assessment summary report

The results of equality impact assessments must be published. Please complete this summary, which will be used to publish the results of your impact assessment on the council's website, and return it to the HR OD & Diversity Manager.

Date of assessment	12 th Februa	ry 2009		
Officer's name	Martin Johr	ison	Role	P{artnerships Manager
Service, policy, procedure, practice or project that was impact assessed		Strategy for Ensuring the Environment for a Thriving Third Sector		
Summary of findings		implemente third sector hesion and	ed approach to r. It will also co	ively designed and o the development of a thriving ontribute to community co- gement in commissioning and rvices.
Summary of recommendations and key points of action plan		the develop Changes in services de unintended equalities in Each stran- assessmen Each comm	oment of a thr the commiss elivered by the I discriminator mpact assess d of the strate nt.	gy will be subject to impact d funding decision will be

Groups that this policy will impact upon

Race	Gender	
Sexual Orientation	Age	
Disability	Religion or belief	
Other	All	X

Hints & Tips on the process

Try to avoid duplication by undertaking an assessment as part of another review, for example during an inspection process.

Decide who will do the assessment. This would not normally be undertaken by one individual. The lead officer should be someone from the service area that owns the service, policy, procedure, practice or project. Involve managers from other teams who implement or use it. You may deliver the service / develop the policy in partnership with other organisations, if so representatives from those organisations should be involved with the assessment. It may be appropriate to include a representative from Directorate Diversity Link Groups or Staff Disability Forum (please identify the officer in your area list of membership available from the Diversity Manager).

Any assessment should involve consultation. Involve external and/or internal users, potential users, appropriate staff and relevant stakeholder/user groups. You may find it helpful to use the Audit Commission's 'Knowing Your Communities Toolkit' a link is available on the equality and diversity pages on iwight.com.

Work through your EqIA template. This can be found on the equality and diversity web pages on iwight.com, this will take you through the process step by step.

Data and research are an integral to the assessment. Data does not have to relate specifically to equalities, as this is not always practical. A variety of consultation / data collection may have taken place which can help to identify where positive / negative impacts have been made on various social groups. (NB a good source of data can be obtained from the Observatory contact colleagues in the Modernisation Team). Be careful not to make assumptions about the impact on a target group based on a lack of / incomplete data. Any gaps that are identified should be documented with an explanation of how they will be addressed and impact monitored in the future. Employment statistics are also available on the HR information pages on the intranet.

The following questions should be answered by the assessment:

- Does this service, policy, procedure, strategy or project involve or have consequences for the people served and employed by the council?
- Is there any reason to believe that people could be treated differently according to their equality group in terms of access to services or ability to take advantage of the service, policy, procedure, strategy or project?
- Is the service, policy, procedure, strategy or project likely to negatively affect relations between any particular group (or groups) and the council?

- It is the result of unlawful discrimination
- There are adverse impact upon one or more equality categories
- The policy fails to promote equality of access or opportunity
- Some equality categories are excluded from the benefits of the policy
- Certain communities face barriers to enjoying the benefits of the policy
- Adverse impact can be justified

An EqIA is not about looking for problems per se, it is an assessment of the current situation. If there are problems, how can they be addressed? If there are no problems, what further improvements can be made to the service?

As a result of the assessment, action needs to be identified in an action plan. Actions need to be agreed and reviewed and monitored on a regular basis within the service area and reported to the Diversity Manager on an annual basis.

Completed EqIAs must be sent to the OD and Diversity Manager.

You should note that the results of the impact assessments are made public available and reported on iwight.com. Once an impact assessment has been signed off a summary report outlining the council's position will be completed and reported to the Diversity Board.

Additional Guidance:

Glossary:

Impact	For the purpose of the assessment an impact is defined as 'an intentional or unintentional lasting consequence or significant change in people's lives brought about by a policy action or series of action'
Differential impact:	A group is affected differently by a given service, policy, procedure, practice, strategy or project. This may be positive, negative or neutral
Adverse impact:	The impact on a particular group is less favourable and possible illegal
Positive impacts:	The impact on a particular group is more favourable and would have justified by the overall aims of the service, policy, procedure, practice, strategy or project
Neutral impact:	The group is neither positively nor negatively affected by a given service, policy, procedure, practice, strategy or project
Direct discrimination:	Direct discrimination is "where a person is treated less favourably on the grounds of race, gender, disability, sexual orientation, faith, belief or age"
Indirect discrimination:	Indirect discrimination is <i>"an apparently neutral provision, criteria or practice which disadvantages a large proportion of the members of a particular group or community"</i>