

# **Equality Impact Assessment (EIA)**

People Strategy



## Equality Impact Assessment – People Strategy

### DEFINING THE POLICY

1. Why is the policy necessary? What are its aims and objectives? What outcomes is the policy designed to achieve and for whom?

The Council must change radically over the next five years to cope with considerable reductions in budget whilst still meeting the increasing demand for excellent public services. This requires transformation across the council on a large scale in order to achieve the following objectives:

- In line with 'One Derby One Council' vision – reduce and reshape the workforce
- Develop and implement a new pay strategy using a job families approach linked to a competency framework.
- Develop the capacity and capabilities of HR to support transformational change in line with PWC 'deep dive' recommendations.
- Improve the way we engage with our people
- Redesign employment policies, procedures and processes that are easier for managers to operate in the 'One Derby One Council'
- Build on the MIP scheme to identify and nurture talent across the Council

2. How have these aims, objectives and outcomes been determined? What research and consultation/engagement/ involvement has been undertaken/ used to inform the design and delivery of the policy? How have needs based on race, gender, disability, age, religion/belief or sexual orientation been taken account of?

The workforce priorities as described in the strategy are aligned to the needs of the business under its new leadership.

The strategy also addresses the key findings of the review of Derby City Council's Human Resources function conducted by Price Waterhouse Cooper in June 2010. This has informed outcomes relating to HR vision and development required to support/deliver the people strategy.

Acknowledging the importance of the diversity of Derby City Council workforce – the strategy makes a commitment to promote equality of opportunity and fair treatment.

3. (a) Who is responsible for implementing the policy? What processes, procedures and/or criterion will be critical to deliver the policy? Review these against the access needs that various equality groups of people have and consider if they result in barriers which prevent these groups of people from either finding out about the policy or benefiting from it?

- a. Consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs that you have identified can be addressed. For disabled people, as defined under the Disability Discrimination Act, this could mean treating them more favourable to ensure that there is equality of outcome.
- b. When you are deciding priorities for action you will need to consider whether the barriers result in an adverse impact or discrimination that is illegal. These will constitute your top priority. The other priorities will be dependent on such issues as whether a group is particularly excluded or connected to the core business of the service, whether there are adjustments that would mean several groups benefit.

**Ensure that the actions you identify are put into the attached equality improvement plan.**

- a. The strategy refines and articulates Human Resources service provision but also reinforces the 'new management role' which places the emphasis on manager's responsibility for managing their people. 'The strategy has strong links to the 'One Derby One Council' transformation programme and as such a new HR team has been built in to ensure successful delivery of the 'One Derby One Council' vision.
- b. Human Resources Management Team and 'One Derby One Council' board are accountable for delivery of the people strategy and are therefore responsible for the overall monitoring, decision making and the direction of the programme – subject to Chief Officer and cabinet member approval. HR partner' roles from Human Resource Management Team have been developed to improve connections between HR and the business. This will provide a mechanism for management to feedback ideas and comments.
- c. In terms of potential access needs that the various equality groups of people have, this should be picked up by each of the project leads responsible for each key objective as the strategy covers a large number of initiatives, projects, strategies and policies

4) What measures and methods have been designed to monitor the application of the policy, achievement of intended outcomes and identification of any unintended or adverse impact? How frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes?

Each objective within the people strategy will need a defined mandate to identify how success can be measured and any equality considerations.

5) Consider the answers given in questions 1, 2, 3 and 4 and assess whether the policy and its implementation results, or could result in adverse impact on or discrimination against different groups of people. If you consider that there is adverse impact or discrimination, or the potential for either, please outline below and state whether it is justifiable or legitimate and give your reasons for this.

Consideration of this question will need to be assessed against each workforce action by the specific project lead. An Equality Impact Assessment will need to be done, where appropriate, for each individual project.

1. (a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- (b) If you have identified adverse impact or discrimination that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people. This arises out of the duty to promote good relations between people of different groups and is in keeping with the Council's approach to social cohesion. Also, the new PSA15 explicitly requires councils to address disadvantage across all six equality strands.

(a) None identified.

(b) An Equal Pay Review involves comparing the pay of women and men doing 'equal work', investigating the cause of any gender pay gaps and closing any gaps that cannot be satisfactorily explained on grounds other than sex. In 2008 an Equal Pay Review showed that any differences between male and female basic pay were within the 3% tolerance levels designated by the Equal Opportunities Commission. One of the key findings was with regards to an allowance for recruitment and retention paid to certain refuse and grounds maintenance employees (predominantly male populated jobs) that formerly attracted bonus. When the recruitment and retention payment is added to basic pay, full-time male employees are paid 8.5 % more than female employees at scale 1. This allowance was justified at the time by a review which included market testing. As part of this review, jobs in receipt of recruitment and retention plus comparable jobs that are populated predominantly by females were tested to ensure that pay was justifiable and not tainted by sex.

The recommendation of the 2008 Equal Pay Review was that this allowance be closely monitored to ensure it remains equitable. In line with this advice a review of recruitment and retention rates is in progress. The Equality Act 2010 defines the need for pay transparency. In preparation for this, the Council is undertaking an Equal Pay Audit (similar to the Equal Pay Review) which will report on pay of men and women with a view to identify any gender pay gaps.

When developing a new pay strategy, the Council will ensure that it complies with all statutory requirements and it's commitment to equality.

**OPPORTUNITIES FOR SOCIAL COHESION OR PROMOTING GOOD RELATIONS BETWEEN DIFFERENT GROUPS OF PEOPLE**

2. Social cohesion is a priority for councils. Progress made towards building more cohesive, empowered and active communities is now being measured through national Performance Indicators. Essentially social cohesion is about promoting a sense of connection, trust and belonging both within and across communities and groups. Review all the actions and targets that you have identified as a result of this equality impact assessment to identify what social cohesion issues could arise, for example:
- a. Are there ways in which the policy development process could bring different groups of people together, for example to monitor its impact or develop its future shape?
  - b. Could the implementation of the policy result in different groups of people being brought together? Has the capacity of the policy to bring different groups together been fully utilised?
  - c. Does the implementation of the policy have the potential to lead to resentment between different groups of people? How can you compensate for perceptions of preferential or differential treatment? Are these implications or decisions being explained to those affected?
  - d. If the EIA improvement plan identifies addressing a gap in service for a particular group of people, has this also addressed the potential for perceptions of preferential treatment for the group? (For example, if you give priority treatment to disabled people, how will you manage the negative attitudes that non-disabled people may develop as a result?)
  - e. How can policy explicitly demonstrate the council's commitment to promote equality across race, gender, disability, age, religion/belief and the LGBT communities?

**List your answer below. Ensure that the actions you identify are put into the attached equality improvement plan.**

As each work stream develops we would look for opportunities to involve different network groups in the work, such as our Disabled Employees Network, Black Employees Support Network and Lesbian, Gay, Bi-sexual and Transgender Employee Network .

## 8. EQUALITY IMPROVEMENT PLAN

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
To ensure that all elements of the People Strategy have been equality impact assessed	1. To ensure that the project leads for each of the workforce actions in the People Strategy are aware of the requirement to complete an EIA for any new projects, initiatives or strategies.	HR Project Leads	Mark Edwards – Head of Service - Strategy, Policy and Workforce Learning	Undertake assessment at beginning of each work stream/ or as part of project plan as appropriate.
To achieve 'pay transparency' and ensure pay is non-discriminatory.	Through Equal Pay Audit and commitment to review Recruitment and Retention rates inline with current market forces to ensure they remain equitable.		Rod Wood – Director of HR	Ongoing
Ensure involvement of key stakeholders and Equality groups as each element of the strategy is implemented.	To consult with the tri- network as appropriate.		Project Leads	Ongoing

1<sup>st</sup> Authorised signature (EIA Lead) ..... Date: .....

2<sup>nd</sup> Authorised signature (Member of DMT) ..... Date: .....

Once completed and authorised, please send a copy of this form to the Equality and Diversity Team in the Chief Executives Department.