

# Equality Impact Assessment

## Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Bullying and Harassment Procedure	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
September 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<ul style="list-style-type: none"> <li>• To recognise the right of all employees to be treated with dignity and respect and to be able to work in an environment that is free from harassment and discrimination.</li> <li>• To define “bullying” and “harassment”.</li> <li>• To provide a route for employees to challenge behaviour that they perceive as bullying / harassment, ideally at an informal level, but formally when necessary.</li> <li>• To address discrimination and other equal opportunities issues.</li> <li>• To avoid / successfully defend employment tribunal claims.</li> <li>• To assist in maintaining a culture of openness and trust, where all employees are able to reach their full potential.</li> </ul> <p>The Procedure is defined by the Human Resources Team, following consultation with TU representatives and Senior Management Team. It is managed by the HR Team, Service Managers and Directors. The appeal process is administered by Democratic Services.</p> <p>The procedure links to other policies: Disciplinary, Grievance, Whistleblowing, Code of Conduct, Capability.</p>	

### *What might hinder the Procedure?*

- If employees are not aware of the correct procedure to follow or are unclear about the outcomes they are seeking.
- If employees do not realise that the behaviour they are experiencing may amount to bullying or harassment.
- If managers do not respond swiftly and appropriately, in line with the aims of the procedure.
- It must be recognised that it is a difficult decision for most employees to follow a formal procedure. They may feel that their job prospects will be adversely affected and that they will be labelled as a “troublemaker”.
- The complainant and the alleged bully may work in the same team or service. It is difficult for them to work together during the investigation and also afterwards.

### **5. Who are the stakeholders?**

The stakeholders are: HR Team, all employees, all service managers, the Trade Unions and the Elected Members who hear appeals. Residents of South Ribble also expect the Council to manage the conduct of its employees.

### **6. What outcomes do we want to achieve?**

See 4, above.

### **7. How will performance be measured?**

Data on cases show the policy is being successfully applied.

### **8. Brief summary of research and background data**

No formal cases were recorded for 2011/12 – therefore no meaningful analysis.

### **9. Methods and outcome of consultation**

### **10. Results of initial screening**

The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

**Disability** – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’

**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a

person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

**Marriage / Civil Partnership** – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

#### **11. Decisions and / or recommendations (including supporting rationale)**

No formal cases were recorded for 2011/12 – therefore no meaningful analysis.

#### **12. Is an Equality Action Plan required?**

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Bullying and Harassment Procedure	O	O	O	O	O	O	O	O	O	There is insufficient evidence to judge whether there is differential impact

<b>Symbol</b>	<b>Impact</b>
+	<i>Positive</i>
O	<i>Neutral / Negligible</i>
-	<i>Negative</i>
P	<i>Potential issue</i>

## Equality Impact Assessment

### Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Disciplinary Policy and Procedure	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
September 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<ul style="list-style-type: none"> <li>• To ensure fairness and consistency within a clearly-understood and agreed framework when dealing with disciplinary issues.</li> <li>• To support employees to make the necessary improvements to conduct themselves as the Council and its customers expect and to sanction misconduct (including by dismissal from employment) where appropriate.</li> <li>• To safeguard the health and safety of employees, service users and customers.</li> <li>• To ensure that all the facts are thoroughly investigated before any disciplinary action is taken.</li> <li>• To lay down ground rules for managing conduct issues informally wherever possible.</li> <li>• To allow managers to deal with conduct issues without being accused of bullying.</li> <li>• To avoid Employment Tribunal claims and protect the reputation of the Council.</li> <li>• To ensure that those people involved in disciplinary procedures are supported during this</li> </ul>	

<p>time, including maintaining effective communication with them.</p> <ul style="list-style-type: none"> <li>• To clearly define roles and responsibilities.</li> <li>• To deal with issues within a reasonable timeframe.</li> </ul> <p>The Procedure is defined by the HR Team, following consultation with TU representatives and Senior Management Team. It is managed by the HR Team, Service Managers and Directors. The appeal process is administered by Democratic Services.</p> <p>The procedure links to other policies: Bullying and Harassment, Grievance, Whistleblowing, Code of Conduct, Capability .</p> <p><i>What might hinder the Procedure?</i></p> <ul style="list-style-type: none"> <li>• If matters are not dealt with in a fair and consistent manner, this may lead to a poor employee relations, appeals and employment tribunal claims, with adverse publicity.</li> <li>• A lack of training and awareness.</li> <li>• Individual personalities / bias may detract from the aims of the policy.</li> <li>• Changes in employment legislation.</li> <li>• Inconsistent interpretation or application of the procedure.</li> </ul>
<p><b>5. Who are the stakeholders?</b></p> <p>The stakeholders are: HR Team, all employees, all service managers, the Trade Unions and the Elected Members who hear appeals. Residents of South Ribble also expect the Council to manage the conduct of its employees.</p>
<p><b>6. What outcomes do we want to achieve?</b></p> <p>See 4.</p>
<p><b>7. How will performance be measured?</b></p> <p>n/a</p>
<p><b>8. Brief summary of research and background data</b></p> <p>Small numbers of employees affected, no adverse impact identified.</p>
<p><b>9. Methods and outcome of consultation</b></p>
<p><b>10. Results of initial screening</b></p> <p>The following questions have been considered in order to evaluate the various equality groups:-</p> <p><b>Age</b> – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.</p> <p><b>Disability</b> – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’</p>

**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

**Marriage / Civil Partnership** – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

## 11. Decisions and / or recommendations (including supporting rationale)

- Review the existing procedure and communicate this to staff.
- Managers should be offered updated training in the Disciplinary Procedure.
- Improved recording using the HR system will assist in monitoring over a longer period, which will show any trends / adverse impact more clearly and allow for consistency checks across the Authority.

## 12. Is an Equality Action Plan required?

## **Full Impact Assessment**

### **DATA COLLECTION**

Data was collected during the period April 2011 to March 2012.

There was 1 disciplinary case heard during the year. These are recorded by gender, ethnicity and disability. 1 full time, White British male, who was not disabled.



## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Disciplinary Policy and Procedure	O	O	O	O	O	O	O	O	O	Longer-term analysis is more likely to show any differential impact, if there is any, because of the small numbers concerned. Improved recording using the HR system will assist in monitoring over a longer period, which will show any trends / adverse impact more clearly and allow for consistency checks across the Authority. The EIA shows that the function or policy has no differential impact

<b><i>Symbol</i></b>	<b><i>Impact</i></b>
<b><i>+</i></b>	<i>Positive</i>
<b><i>O</i></b>	<i>Neutral / Negligible</i>
<b><i>-</i></b>	<i>Negative</i>
<b><i>P</i></b>	<i>Potential issue</i>

## Equality Impact Assessment

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1. Name of Policy or Service (existing or proposed)	
Equal Opportunity in Employment Policy	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
October 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<p>The main reason for adopting an equal opportunities policy is to combat discrimination against disadvantaged groups. There are other reasons as set out below.</p> <p><i>Organisational/Economic</i></p> <p>To ensure that the talents of all members of the workforce are used to the full.</p> <p>To show the commitment to equal opportunities to employees and candidates for jobs.</p> <p>To improve motivation and performance.</p> <p>To stimulate a more productive atmosphere and improve the quality of working life.</p>	

To form part of an overall policy which would also include the improvement of service provision and to provide equality of access to them for all sections of the community.

#### *Social*

As a major employer within the locality to give a lead to other employers.

To seek to reflect the composition of the local community in its workforce.

#### *Image*

To encourage a commitment to equal opportunities in the community at large.

#### *Legal*

To combat direct and indirect discrimination in accordance with legislation and to follow codes of practice.

### **5. Who are the stakeholders?**

All current and potential employees. Members and officers involved in recruitment decisions. The Cabinet has responsibility for the control of the Policy and Elected Members and Senior Management Team are responsible for its implementation. The Head of Human Resources is responsible for developing the recruitment and selection procedures, the provision of training and advice, and the monitoring of statistics relating to the policy. Other stakeholders include the Employment Service, the Equality and Human Rights Commission and the Commission for Racial Equality.

### **6. What outcomes do we want to achieve?**

To ensure that individuals are selected, promoted and treated on the basis of their ability to carry out a particular job.

To ensure that a job applicant or employee belonging to a disadvantaged group would not receive less favourable treatment on the grounds of belonging to that group.

### **7. How will performance be measured?**

A number of indicators are used but these are not listed within this impact assessment as they will be covered within others, including recruitment and selections, disciplinary and grievance procedures, bullying and harassment and training and development. All the employment-related areas to be impact assessed are listed within the Council's equality scheme.

### **8. Brief summary of research and background data**

See above.

## 9. Methods and outcome of consultation

Consultation will take place where appropriate when carrying out impact assessments into specific employment policies and services.

## 10. Results of initial screening

The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

**Disability** – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’

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**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

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**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

## 11. Decisions and / or recommendations (including supporting rationale)

There is no negative impact as the policy is aimed at promoting equality of opportunity. It’s success will be measured by looking at specific issues and outcomes relating to employment.

## 12. Is an Equality Action Plan required?

As determined through agreeing future Equality Schemes

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Equal Opportunity in Employment Policy	+	+	+	+	+	+	+	+	+	

<b>Symbol</b>	<b>Impact</b>
+	<i>Positive</i>
O	<i>Neutral / Negligible</i>
-	<i>Negative</i>
P	<i>Potential issue</i>

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1. Name of Policy or Service (existing or proposed)	
Early retirement – Policy on discretionary compensation	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
September 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<p>This policy covers situations involving early termination of employment in the efficiency of the service. The policy statement complies with the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 following the implementation of the Employment Equality (Age) Regulations 2006.</p> <p>The Council's policy is intended to be fair and equitable to all. Consideration will have to be given to the total costs, the payback period the impact on services and in all cases the financial position of the authority. There is no automatic right to any of the benefits, each case will be considered on its merits.</p> <p>The Procedure is defined by the HR Team, following consultation with TU representatives and Senior Management Team. It is managed by the HR Team, Service Managers and Directors.</p>	

<b>5. Who are the stakeholders?</b>
The stakeholders are: HR Team, all employees, the Trade Unions.
<b>6. What outcomes do we want to achieve?</b>
See 4.
<b>7. How will performance be measured?</b>
n/a
<b>8. Brief summary of research and background data</b>
Small numbers of employees affected, no adverse impact identified.
<b>9. Methods and outcome of consultation</b>
<b>10. Results of initial screening</b>
<p>The following questions have been considered in order to evaluate the various equality groups:-</p> <p><b>Age</b> – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.</p> <p><b>Disability</b> – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’</p> <p><b>Gender Reassignment</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.</p> <p><b>Marriage / Civil Partnership</b> – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.</p> <p><b>Pregnancy / Maternity</b> – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?</p>



**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

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#### **11. Decisions and / or recommendations (including supporting rationale)**

Continue to monitor data at regular intervals.

#### **12. Is an Equality Action Plan required?**

No

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Policy on Discretionary Compensation	-	O	O	O	O	O	O	O	O	There is insufficient evidence to judge whether there is Any differential impact

<b>Symbol</b>	<b>Impact</b>
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue

## Full Impact Assessment

### DATA COLLECTION

6 people over 50 were made redundant between April 2011 and March 2012 and were able to access their pension. All were White

British, 3 male and 3 females with none declaring a disability.

This data has been included in the EIA on our Redundancy Procedure.

Another circumstance leading to someone accessing their pension before the normal age is ill health retirement, but this is not the decision of the authority; rather, it is based on a medical recommendation. 1 employee was retired on ill health grounds during 11/12, who was a White British female

### Leaving the Council-Reason

During the period 2011/12 - 50 employees left the employment of the Council, the reasons for leaving and the gender breakdown is detailed in the table below:

All employees voluntarily leaving the Council are requested to complete an exit questionnaire and most have an exit interview with the Chief Executive.

Reason	Leavers	Male	Female
Dismissal	1		1
Efficiency of service	2	1	1
Retirement	5	1	4
Retirement on LCC pension	5	1	4
Retirement-permanent ill health	1		1
Termination of temp/casual contract	5	3	2
Voluntary Redundancy on LCC pension	6	3	3
Voluntary Resignation	18	9	9
Voluntary redundancy	6	1	5
Redundancy	1	1	
<b>Total</b>	<b>50</b>	<b>20</b>	<b>30</b>

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1. Name of Policy or Service (existing or proposed)	
Flexible Working	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
September 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<p>To provide flexibility for individual employees to adjust, where possible (whilst meeting the needs of the service), working hours, patterns or place of work to reflect personal circumstances and so improve work life balance. To promote the Council as an employer of choice which can recruit and retain a diverse range of employees. Users of the Council's services should benefit from increased flexibility. Anyone relying on employees for care and support will also benefit from the Council's policies. Varying working arrangements should also have an impact on the environment through staggering journey times or facilitating home and mobile working.</p>	
5. Who are the stakeholders?	
HR Team, all employees, all managers, the Trade Unions.	
6. What outcomes do we want to achieve?	
Aims to allow flexible working that will support business needs as well as promote a	

work/life balance and support recruitment and retention. More motivated employees – provide a better service and allow them to fulfil other (personal) responsibility. Also see aims, above.
<b>7. How will performance be measured?</b>
Employee statistics, applications for part time working, employee survey outcomes.
<b>8. Brief summary of research and background data</b>
<b>9. Methods and outcome of consultation</b>
Employee statistics and survey outcomes, applications for part time working, legislation and general guidance on flexible working.
<b>10. Results of initial screening</b>
<p>The following questions have been considered in order to evaluate the various equality groups:-</p> <p><b>Age</b> – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.</p> <p><b>Disability</b> – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’</p> <p><b>Gender Reassignment</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.</p> <p><b>Marriage / Civil Partnership</b> – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.</p> <p><b>Pregnancy / Maternity</b> – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?</p> <p><b>Race</b> – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.</p> <p><b>Sex</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.</p> <p><b>Sexual Orientation</b> – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.</p> <p><b>Religion or belief</b> – Is there any concern that these proposals could cause differential</p>

impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

#### **11. Decisions and / or recommendations (including supporting rationale)**

#### **12. Is an Equality Action Plan required?**

## **Full Impact Assessment**

### **DATA COLLECTION**

Of 310 employees, 85 (27.4%) work part-time. Around 85.8% of part-time employees are female and tend to work in the lower-graded posts. However, there are increasing numbers of more senior employees working part-time. No data is currently collected on home-working as this tends to be by a more occasional or informal arrangement. Except where service requirements dictate otherwise, the flexi scheme is available to all employees, so long as there is sufficient office cover etc.

Questions relevant to flexible working were asked as part of the 2011 employee survey.

<b>Question</b>	<b>In the 2011 result Overall % agreed or strongly agreed</b>
I feel that the organisation is committed to ensuring the work-life balance of employees	89%
I am able to balance my commitments at work and my home life	94%

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Flexible Working Policy	O	O	O	O	O	O	O	O	O	More women than men work reduced hours, but the flexi scheme is used by all qualifying Employees. Traditionally women may take more caring responsibilities although this is changing. People with faith commitments, disabilities or caring responsibilities should find the flexibility helpful. The EIA shows that the policy has no differential impact

<b>Symbol</b>	<b>Impact</b>
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue

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Grievance Procedure	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
October 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<ul style="list-style-type: none"> <li>To provide a clear mechanism for employees to raise problems or concerns regarding work, the working environment or working relationships.</li> <li>To provide a framework for such issues to be dealt with informally, but with recourse to a formal procedure when required.</li> <li>To recognise that unresolved grievances are likely to undermine the confidence and trust between managers and employees and the achievement of expected work standards.</li> <li>To ensure that grievances are taken seriously and that the process is clear and consistent.</li> </ul> <p>The Procedure is defined by the HR Team, following consultation with TU representatives and Senior Management Team. It is managed by the HR Team, Service Managers, Heads of Service and Directors. The appeal process is administered by the Democratic Services Team.</p>	



The procedure links to other policies: Bullying and Harassment, Grievance, Whistleblowing, Code of Conduct, Capability and disciplinary
<b>5. Who are the stakeholders?</b>
HR Team, all employees, all service managers, the Trade Unions and the Elected Members who hear appeals.
<b>6. What outcomes do we want to achieve?</b>
As detailed in section 4.
<b>7. How will performance be measured?</b>
Number of grievances and those upheld at formal stage and at appeal. Employment Tribunal applications and outcomes.
<b>8. Brief summary of research and background data</b>
<b>9. Methods and outcome of consultation</b>
<b>10. Results of initial screening</b>
<p>The following questions have been considered in order to evaluate the various equality groups:-</p> <p><b>Age</b> – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.</p> <p><b>Disability</b> – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’</p> <p><b>Gender Reassignment</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.</p> <p><b>Marriage / Civil Partnership</b> – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.</p> <p><b>Pregnancy / Maternity</b> – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?</p> <p><b>Race</b> – Is there any concern that these proposals could cause differential impact on the</p>

grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

## 11. Decisions and / or recommendations (including supporting rationale)

It is felt that the following issues might hinder the Procedure:

- If employees are not aware of the correct procedure to follow or are unclear about the outcomes they are seeking.
- If managers do not respond swiftly and appropriately.
- The current timescale dictated by the procedure for the hearing officer to respond to the aggrieved employee is often unrealistic.
- The current policy does not require the aggrieved employee to instigate the next stage within a defined period of time, potentially leading to lengthy delays.
- It must be recognised that it is a difficult decision for most employees to follow a formal procedure. They may feel that their job prospects will be adversely affected.
- The current procedure does not outline a structure for what will happen at the Grievance Hearing.

Recommendations:

- Revise procedure to introduce timescale in which the employee must normally instigate the next stage.
- Review current timescales for arranging the meetings and following responses, particularly when setting up Appeals Committee.
- The revised procedure should include more detail about how matters can be resolved informally, including the support that is available to all parties. This should, in some cases, avoid formal grievances and allow for an early resolution of the issue.
- The procedure should include a structure for the Grievance Hearing.

## 12. Is an Equality Action Plan required?

Continue to monitor grievance details, against all equality strands when data is available.

## **Full Impact Assessment**

### **DATA COLLECTION**

The Authority collects up to date monitoring data for all employees, in line with the requirements of the Equality Act 2010. This includes monitoring of grievances. It should be noted that data is only collected on formal grievances submitted and the outcomes – whether the grievance is upheld or not, or upheld in part, are not recorded. In 2011/12, one grievance was submitted by a White British female who did not declare she had a disability, the grievance was dismissed. No cases of harassment were reported.

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Grievance Procedure	O	O	O	O	O	O	O	O	O	The EIA shows that the policy has no differential impact

<b>Symbol</b>	<b>Impact</b>
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue

## Equality Impact Assessment

### Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Homeworking	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
October 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<ul style="list-style-type: none"> <li>To outline the arrangements and considerations when employees work at or from home, or are mobile workers.</li> <li>To cover a range of homeworking situations, ranging from permanent whole time to occasional / infrequent homeworking.</li> <li>To ensure that the authority is meeting its health and safety obligations and that support and supervision is agreed to meet the needs of the individual homeworker.</li> <li>To ensure that employees clearly understand the rules and expectations applying to them, including ICT and security / confidentiality issues.</li> <li>To support the Authority's Work Life Balance strategies.</li> <li>To provide consistency and fairness across the Authority in dealing with requests and implementing arrangements to work from home whilst demonstrating awareness of the need to balance caring and work commitments.</li> </ul>	

The Policy will be defined by the HR team. It will be implemented by managers and employees, with personnel support.

*What might hinder the Procedure?*

- ICT limitations
- Home office facilities
- Inadequate management / supervision
- Lack of take up of homeworking
- Perceived costs

#### **5. Who are the stakeholders?**

All employees including managers, elected members, trade unions, Human resources.

#### **6. What outcomes do we want to achieve?**

#### **7. How will performance be measured?**

N/A

#### **8. Brief summary of research and background data**

There is no internal qualitative and quantitative data

#### **9. Methods and outcome of consultation**

#### **10. Results of initial screening**

The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

**Disability** – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’

**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a

person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

**Marriage / Civil Partnership** – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

#### **11. Decisions and / or recommendations (including supporting rationale)**

Monitor applications made to work from home to assess consistent application of the policy. I.e. who has applied and which requests have been accepted or declined

#### **12. Is an Equality Action Plan required?**

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Homeworking	O	+	+	O	+	O	O	+	O	

<b>Symbol</b>	<b>Impact</b>
+	<i>Positive</i>
O	<i>Neutral / Negligible</i>
-	<i>Negative</i>
P	<i>Potential issue</i>



## Equality Impact Assessment

### Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

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The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Learning and Development	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
October 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<p>The intention of the Council's training policy is to develop an adaptable, flexible workforce, able to accommodate and respond to the demands made upon them in carrying out their jobs.</p> <p>The council is committed within the resources at its disposal to equip the workforce with the necessary skills, knowledge, competencies and attributes to perform their jobs effectively and obtain some satisfaction from doing so.</p> <p>The Council recognises that commitment to training and development is vital if quality services are to be provided, maintained and continually improved, and if high quality staff are to be recruited and retained.</p> <p>Although training may sometimes be seen as an unnecessary disruption to service provision, particularly at a time of increased demand on limited resources, the long term</p>	

benefits to the individual and the organisation can be very considerable provided that the training offered is linked to the needs of the service.

Requirements for employees' training and development are:

- Those which are necessary for employees and members to carry out their roles more accurately, efficiently and effectively.
- Those which are required for employees and members to keep up to date on new legislation, new technology, changing standards, practices and policies. Those which will enable employees to continue to improve their job performance.
- Those which will enable employees to meet their requirements in respect of Continual Professional Development (CPD).
- Activities which will prepare employees and members for future roles and responsibilities.
- Full induction for new or transferring staff.

#### **5. Who are the stakeholders?**

All employees including managers, elected members, trade unions and HR. The community of South Ribble and other recipients of Council services will also benefit from a well-trained workforce.

#### **6. What outcomes do we want to achieve?**

South Ribble Borough Council intends to invest in its workers through policies of recruitment, education, training participation and equality of opportunity which offer benefit to all and disadvantages to none; and use the best technology and management techniques to protect and improve all services.

#### **7. How will performance be measured?**

Employees who receive an effective appraisal.

The employee survey is carried out every 2 years and includes a number of questions linked to appraisal and development. These are shown in the body of this EIA.

#### **8. Brief summary of research and background data**

Employee survey data is inconclusive as it is not based on the equality strands.

#### **9. Methods and outcome of consultation**

Employee survey – results shown with EIA.
<b>10. Results of initial screening</b>
<p>The following questions have been considered in order to evaluate the various equality groups:-</p> <p><b>Age</b> – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.</p> <p><b>Disability</b> – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’</p> <p><b>Gender Reassignment</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.</p> <p><b>Marriage / Civil Partnership</b> – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.</p> <p><b>Pregnancy / Maternity</b> – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?</p> <p><b>Race</b> – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.</p> <p><b>Sex</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.</p> <p><b>Sexual Orientation</b> – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.</p> <p><b>Religion or belief</b> – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.</p> <p>A commentary has been provided for each policy where appropriate – see Appendix A</p>
<b>11. Decisions and / or recommendations (including supporting rationale)</b>
<p>The HR system in place, monitors training received by all the equality strands.</p>
<b>12. Is an Equality Action Plan required?</b>
<p>Monitor consistency of outcomes and application using the HR system</p>

## **Full Impact Assessment**

### **DATA COLLECTION**

Appraisal information, showing when appraisals have been completed and what training and development has been identified and delivered, for 2011/12 was kept on stand-alone systems and was not linked to our employee records. It is therefore impossible to analyse this for equalities data. In future, our improved HR system will enable better data analysis.

77 employees attended training courses in 2011/12 (39 female 38 male) 3 are recorded as disabled and 1 from a minority ethnic background.

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Learning & Development	O	O	O	O	O	O	O	O	O	The EIA shows that the function or policy has no differential impact Monitor consistency of training opportunities using new HR system will enable us to analyse data more effectively

<b>Symbol</b>	<b>Impact</b>
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue

# Equality Impact Assessment

## Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Managing Attendance	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
October 2012	October 2014
4. Description and aims of policy / service (including relevance to equalities)	
<p>The aim of this policy is to provide support to employees during periods of ill health, whilst minimising sickness absence, in a fair and consistent way. The Council believes that managers and employees all share a responsibility to work together to promote attendance and health management.</p> <p>There are links to other procedures, in particular: Redeployment; Disciplinary; Types of Absence; Guidance on Alcohol and Drugs / Substance Abuse at Work</p>	
5. Who are the stakeholders?	
<p>The HR Team, all employees, all managers, the Trade Unions, the Occupational Health Service and elected members. Sometimes other agencies may be involved – for instance Access to Work or the Disability Employment Advisor from Job Centre Plus.</p>	

## 6. What outcomes do we want to achieve?

The Managing Attendance Policy has been developed to ensure that:

- consideration is given to employees' health and wellbeing;
- absence is managed effectively, in a way that is appropriate to all circumstances;
- employees are treated fairly and a consistent approach is taken; and
- managers and other employees are clear about their responsibilities.

## 7. How will performance be measured?

Reduced sickness absence level

## 8. Brief summary of research and background data

The Managing Attendance Policy has been developed to ensure that:

- consideration is given to employees' health and wellbeing;
- absence is managed effectively, in a way that is appropriate to all circumstances;
- employees are treated fairly and a consistent approach is taken; and
- managers and other employees are clear about their responsibilities.

Only 3 employees were managed under the procedure for the year April 2011 – March 2012.  
Only 1 declared themselves to be disabled and all were White-British and female.

One employee was dismissed in February 2012 on ill-health capability grounds due to Poor attendance.

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Only 1 declared themselves to be disabled and all were White-British and female.

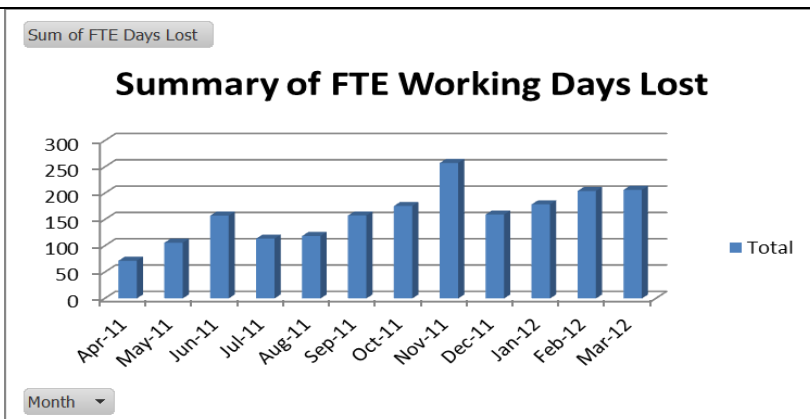
One employee was dismissed in February 2012 on ill-health capability grounds due to Poor attendance.

### DATA COLLECTION

The cumulative number of working days lost on average, per employee, for the year 2011/12 was 6.64 days per employee.

The outturn target figure for 2011/12 was 8 working days per employee.

The Council has exceeded its target for improvement on last year's performance.



The table below shows how the current BVPI figure compares with previous years results.

Year	BVPI
2007/08	10.42
2008/09	10.02
2009/10	7.87
2010/11	6.82
2011/12	6.64

## Reasons for Sickness Absence 2011/12

The reasons for sickness absence and number of occurrences are detailed in the following table.

REASON	OCCURANCES	WORKING DAYS LOST
OTHER MUSCULAR/SKELETAL PROBLEM	31	445
STRESS/ANX/DEPRESS (Non work)	15	329.5
MISCELLANEOUS	53	249
INFECTION/VIRAL	53	203
DIARRHOEA STOMACHACHE SICK	86	160.5
STRESS/ANX/DEPRESS (Work)	5	110
GENITO-URINARY PROBLEMS	5	102.5
INFLUENZA/VIRAL	25	86.5
BACK PROBLEMS	15	74
ARTHRITIS/RHEUMATISM	1	62
EYE,EAR,NOSE&MOUTH	16	59.5
COLD	23	51.5
OPERATION	3	35
HEADACHE MIGRAINE	15	18
CHEST PROBLEMS	2	8
HOSPITAL APPOINTMENT	3	3.5



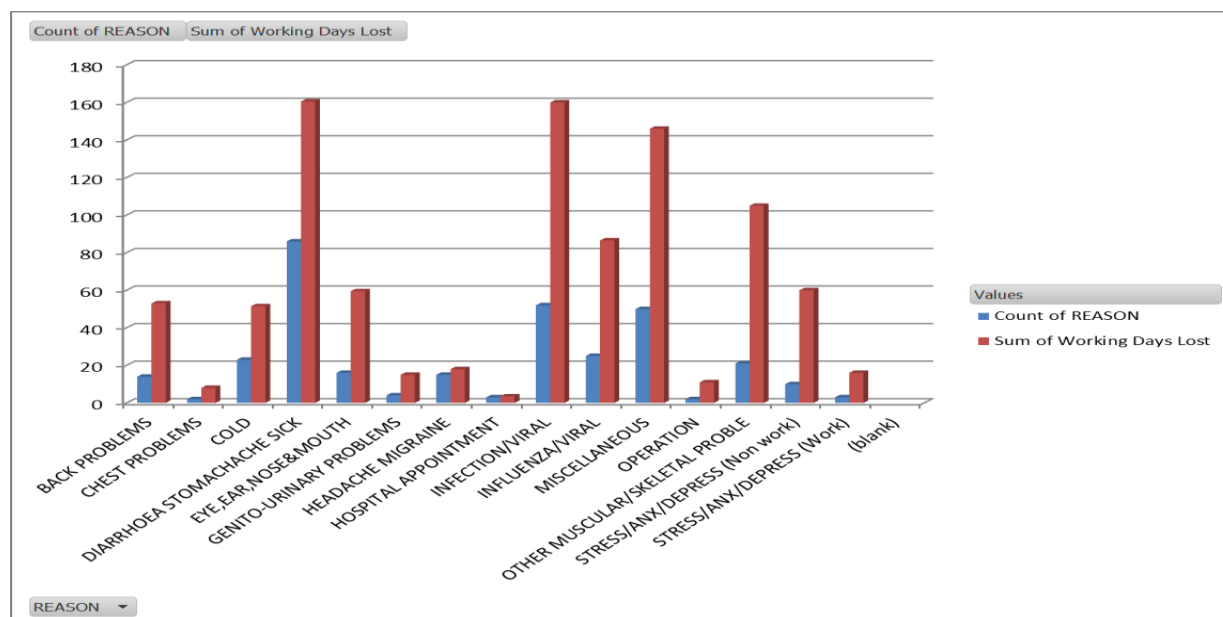
A large number of absences fall into the "Miscellaneous" category, this is largely attributable to employees undergoing various hospital treatments and post-operative recovery periods.

As in previous years and in line with the national trend, the most important single cause of long-term absence is due to muscular/skeletal problems.

Collectively 439.5 days were lost to stress, it should be noted that within this category one employee had 119 days absence due to stress, however this employee was later diagnosed with a medical problem that was not stress related but produced stress like symptoms.

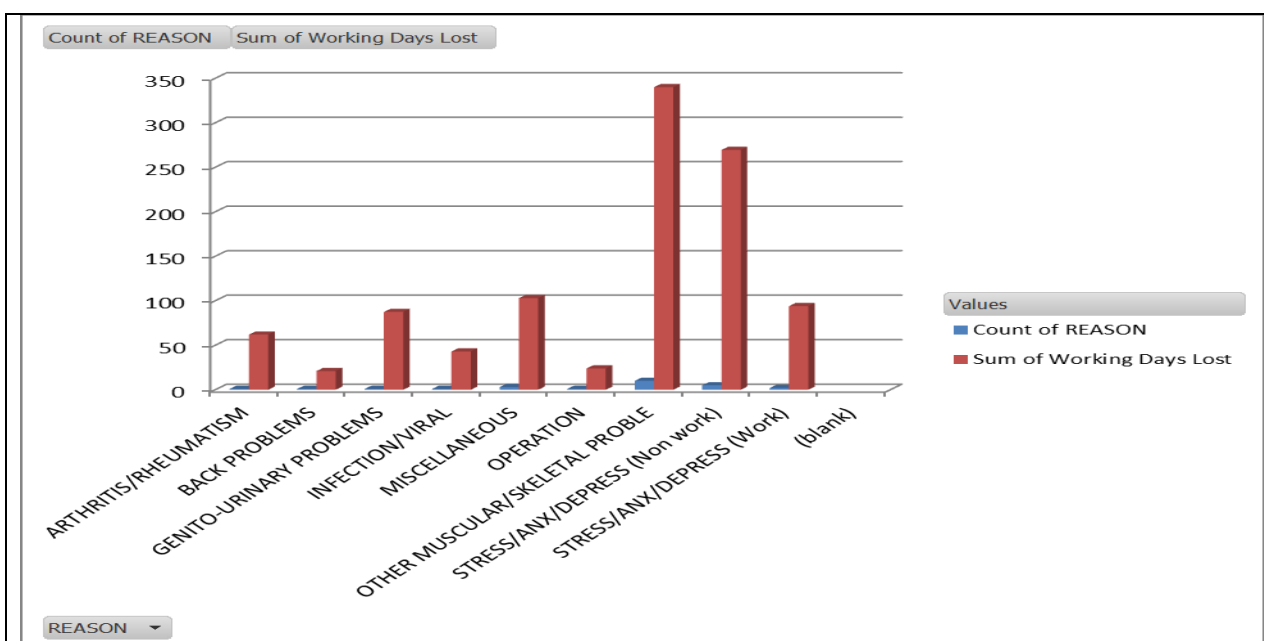
It is acknowledged that local authorities usually have an older workforce and many of the jobs they do are stressful and may involve physical activities. It should be noted that 343.5 working days were lost to muscular/skeletal problems in the Neighbourhoods Directorate by employees involved in physically demanding roles.

## Short-term Absence



The most prevalent causes of short-term illnesses were due to infections or stomach complaints. This is in line with the national trend.

## Long-term Absence



The most prevalent causes of long-term absence were muscular/skeletal problems followed by non-work related stress.

## Occupational Health

The Occupation Health Service provided by Lancashire Teaching Hospital continues to perform well. The Occupational Health Team is based in Preston and provides the majority of the core Occupational Health services including, pre- employment questionnaires, employee referrals and specialist advice.

The utilisation of the Physiotherapy, Chiropractor and Counselling services should reduce the number of day's absence that is attributed to stress and muscular skeletal injuries. A pro-active educational programme to enhance employee awareness of preventing physical and mental injury should further reduce absences attributed to stress and muscular problems.

## 9. Methods and outcome of consultation

When the policy was revised a number of service managers and Unison were consulted. Following this their comments were taken into consideration and a number of amendments made to the policy.

## 10. Results of initial screening

The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

**Disability** – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as 'a physical or mental

impairment which has a substantial and long term effect on a person's ability to carry out normal day to day activities.'

**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

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**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

## 11. Decisions and / or recommendations (including supporting rationale)

The Policy was recently reviewed and there is no recommendations.

## 12. Is an Equality Action Plan required?

NO

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Managing Attendance	-	+	+	O	+	O	O	P	O	<p>The Authority was awarded the Investors in People “Health &amp; Wellbeing Award” in November 2011.</p> <p>The revised Managing Attendance Policy was implemented in February 2012.</p> <p>The revised Managing Attendance Policy allows for earlier management intervention when employees are absent, this facilitates a proactive approach to managing sickness absence much sooner than the previous policy allowed.</p> <p>All managers have received training in implementing the revised Managing Attendance Policy.</p> <p>Two employees are now fully trained workplace health champions.</p> <p>Attendance levels have continued to improve for the fifth consecutive year.</p> <p>South Ribble Borough Council’s sickness absence performance compares well with both regional and national comparators.</p>

<b>Symbol</b>	<b>Impact</b>
+	<i>Positive</i>
O	<i>Neutral / Negligible</i>
-	<i>Negative</i>
P	<i>Potential issue</i>

Gender - pregnancy related illness is disregarded when managing attendance

Disability - there may instances where absence is disability related.

However the policy identifies that all action must comply with the Disability Discrimination Act and is there is provision for targets to be applied less stringently where absence is due to disability.

The policy refers to the need to make reasonable adjustments for employees with a Disability. Redeployment is always considered where possible.

Age – possibly as the chance of suffering chronic illness is linked with ageing. This will tend to overlap with disability (see above)

The positive negative impact for age and disability can be justified on the grounds that the management of attendance is essential to ensure capacity to deliver the Corporate Strategy.

In addition there are checks and balances in the process to ensure that any negative impact does not arise from inequity of treatment.

## Equality Impact Assessment

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1. Name of Policy or Service (existing or proposed)	
Public Relations	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
April 2013	April 2014
4. Description and aims of policy / service (including relevance to equalities)	
To support the development of proactive and more modern communication across the council.	
To ensure all residents, councillors, employees and stakeholders are informed about what the council is doing and why.	
To actively promote and defend the brand and reputation of the council, our partners and the Mayoralty.	
To raise awareness both internally and externally of the services we provide, the issues we face, our practices, developments, priorities and values.	
Ensure that colleagues and councillors are aware of relevant guidelines.	

<b>5. Who are the stakeholders?</b>
<p><b>Internal:</b>  Councillors  Senior Management Team  Managers and team leaders  Other employees</p> <p><b>External:</b>  Voluntary and community groups  Partner organisations  The media  Residents of South Ribble  Businesses  Tourists</p>
<b>6. What outcomes do we want to achieve?</b>
<p>The priorities and aims of the Public Relations service are in line with the council's corporate plan.</p> <p>The PR team aims to consistently maintain a high standard of public relations and branding on behalf of the council.</p>
<b>7. How will performance be measured?</b>
<p>Quantitative data from Gateway and My Neighbourhood feedback forms and employee surveys.</p> <p>Achieving the yearly targets set for the PR service by the Senior Management Team.</p> <p>Qualitative information through feedback from SMT and the cabinet, as well as the views of residents, community groups, business and the media.</p>
<b>8. Brief summary of research and background data</b>
<p>Surveys and research into the some aspects of the PR service were carried out as part of the 2012 Scrutiny Review of External Communications.</p> <p>Other sources of research and background information included:</p> <ul style="list-style-type: none"> <li>• Residents' surveys</li> <li>• Employee surveys (every two years)</li> <li>• Employee questionnaire on council intranet</li> </ul>
<b>9. Methods and outcome of consultation</b>
N/A
<b>10. Results of initial screening</b>
The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

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**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

**Marriage / Civil Partnership** – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

#### **11. Decisions and / or recommendations (including supporting rationale)**

N/A

#### **12. Is an Equality Action Plan required?**

No



## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Forward newspaper	O	+	O	O	O	O	O	O	O	Available in audio and Braille for people with visual impairments.
Council website	O	+	O	O	O	O	O	O	O	Option to increase text size and “alternative tagging” available for people with visual impairments.
Leaflets, brochures, booklets and posters	O	+	O	O	O	O	O	O	O	Standard colours, fonts and text sizes are stipulated by the ID and Style Guide to ensure maximum legibility of materials produced by the council.

<b>Symbol</b>	<b>Impact</b>
+	<i>Positive</i>
O	<i>Neutral / Negligible</i>
-	<i>Negative</i>
P	<i>Potential issue</i>

# Equality Impact Assessment

## Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Recruitment and Selection	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
September 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<ul style="list-style-type: none"> <li>• To select the best candidate for the job.</li> <li>• To ensure fair and consistent approach and treatment of all job applicants.</li> <li>• To comply with employment legislation.</li> <li>• To define process for recruiting officers to follow.</li> <li>• To define clear job roles through job descriptions and person specifications.</li> <li>• To bring the required skills into the authority.</li> <li>• To operate 'safe' recruitment through CRB disclosure and references etc.</li> <li>• To ensure employee development and succession of current employees.</li> <li>• To demonstrate and uphold the authority's values.</li> </ul> <p>There are links to other policies and procedures, including: secondments, exit interview, recruitment of casual employees, and probation.</p>	

<b>5. Who are the stakeholders?</b>
<p>The procedure is defined by the HR Team. It is managed by the recruiting managers and also implemented by Corporate Admin.</p> <p>The stakeholders are the HR Team, elected members, all employees, all managers, the public and potential actual candidates.</p>
<b>6. What outcomes do we want to achieve?</b>
<p>The process needs to be easy to use, clear and fair, transparent, monitored, ensuring cost-effective recruitment with an evidence trail of how decisions are made.</p>
<b>7. How will performance be measured?</b>
<p>We have recently sought up to date equality data from all employees. This includes data on religion and belief and sexual orientation.</p>
<b>8. Brief summary of research and background data</b>
<p>Data relating to applicants and the current workforce has been examined.</p>
<b>9. Methods and outcome of consultation</b>
<p>See full screening information.</p>
<b>10. Results of initial screening</b>
<p>The following questions have been considered in order to evaluate the various equality groups:-</p> <p><b>Age</b> – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.</p> <p><b>Disability</b> – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’</p> <p><b>Gender Reassignment</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.</p> <p><b>Marriage / Civil Partnership</b> – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.</p> <p><b>Pregnancy / Maternity</b> – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?</p> <p><b>Race</b> – Is there any concern that these proposals could cause differential impact on the</p>

grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

#### **11. Decisions and / or recommendations (including supporting rationale)**

See full screening information.

#### **12. Is an Equality Action Plan required?**

See full screening information.

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Code of Practice on Recruitment & Selection	O	+	+	O	O	+	O	+	+	The EIA shows that the policy has no adverse/discriminatory impact against any particular group.

### Initial Screening

Symbol	Impact
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue

## Full Impact Assessment

### DATA COLLECTION

#### Recruitment

13 temporary or permanent posts were advertised during 2011/12 and 223 people applied. The profile of the equality groups of the applicants are listed in the tables below:

#### Age

<i>Applied</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>%</i>
16 – 24	45	10	55	24.66
25 – 39	49	15	64	28.70
40 – 49	40	4	44	19.73
50 – 59	37	5	42	18.83
60+	5	0	5	2.24
Did not specify	9	4	13	5.83
	185	38	223	100

#### Religion and Belief

	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>%</i>
<i>Buddhist</i>	5	0	5	2.24
<i>Christian</i>	108	22	130	58.30
<i>Hindu</i>	0	0	0	0
<i>Jewish</i>	0	0	0	0
<i>Muslim</i>	2	0	2	0.90
<i>Sikh</i>	0	0	0	0
<i>Other</i>	6	1	7	3.14
<i>Decline to state</i>	11	7	18	8.07
<i>None</i>	53	8	61	37.35
	185	38	223	100

#### Sexual Orientation

	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>%</i>
<i>Bisexual</i>	9	0	9	4.04
<i>Gay</i>	2	0	2	0.90
<i>Heterosexual</i>	160	29	189	84.75
<i>Lesbian</i>	0	2	2	0.90
<i>Transgender</i>	0	0	0	0
<i>Decline to state</i>	14	7	21	9.42
	185	38	223	100

### **Ethnicity**

	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>%</i>
<i>Black African Des</i>	2	0	2	0.90
<i>Black Caribbean</i>	1	0	1	0.44
<i>Chinese Descent</i>	0	0	0	0
<i>Indian Descent</i>	1	0	1	0.44
<i>Mixed</i>	0	0	0	0.44
<i>Pakistani</i>	1	0	0	0.90
<i>White UK</i>	168	35	203	90.22
<i>Undisclosed</i>	10	5	15	6.66
	183	40	223	100

### **Disability**

*The Council continues to use the JobcentrePlus two **ticks** symbol for recruitment purposes. There were no disabled applicants for advertised posts in the year 2011/12*

### **Successful Applicants**

*Of the 223 applicants 185 were female and 38 male, of these 8 males and 5 females were appointed. All of the successful applicants declared that they were heterosexual, Christian and of white/UK origin.*

### **Age Profile of successful Applicants**

<i>Successful</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
<i>16 – 24</i>	1	2	3
<i>25 – 39</i>	3	1	4
<i>40 – 49</i>	3	1	4
<i>50 – 59</i>	1	1	2
<i>60+</i>	0	0	0
<i>Did not specify</i>	8	5	13

### **Employment**

As at March 2012, the Council employed 310 staff (FTE 278.94) The total workforce is made up of 292 permanent and 18 temporary staff.

### **Gender**

As at 31<sup>st</sup> March 2012 The Council employed 310 staff, of these 50.9% are female and 49.03% are male. 27% of female staff work part-time. 27.41% of female staff work full-time. 87% of males work part-time. 45.16% of males work full-time. 85.8% of part-time staff are female.

## Ethnicity

Our workforce comprises of the following:

Ethnicity	%
Black African Descent	0.32
Black Caribbean	0.32
Chinese Descent	0.32
Indian descent	0.64
Mixed	0.32
Pakistani	0.32
White uk	97.7

The actual percentage of BME employees overall on 31 March 2012 was 2.3%.  
People from ethnic communities are not represented in senior management.

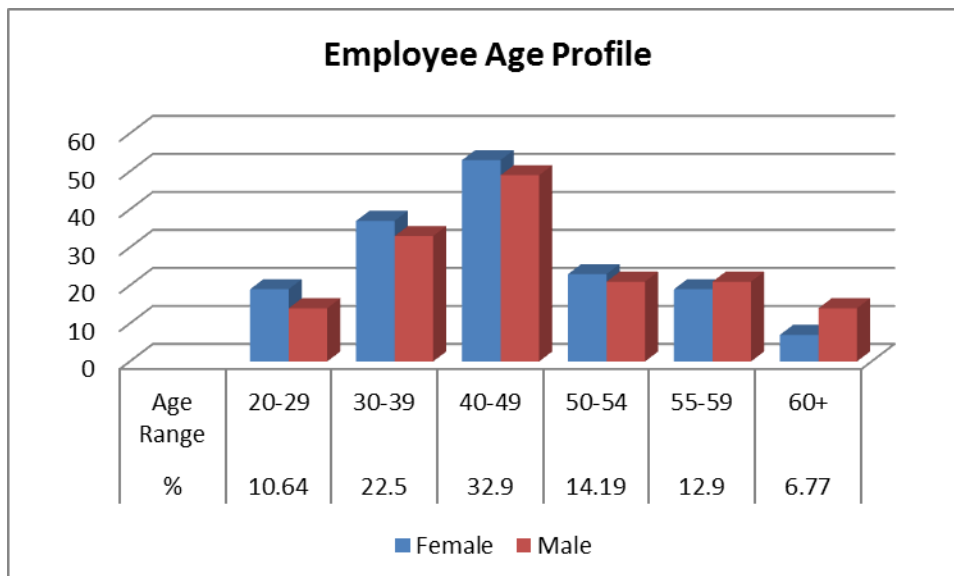
## 5.4 Sexual Orientation

A staff audit on sexual orientation provided the following results:

Heterosexual	79.35%
Decline to state	13.2%
No information submitted	7.41%
Bisexual	0%
Gay Male	0%

## 5.5 Age

The graph below depicts the current workforce age profile



It can be seen from the above table that most of the workforce (66.76%) is over 40 with 33.86% over 50.



## 5.6 Religion and Belief

Reason	Number	%
Christian	195	62.9
Decline to state	28	9
Hindu	1	0.32
Muslim	2	0.64
None	47	15.16
Other	13	4.19
No info submitted	24	7.74

## 5.7 Disability

5.48% of the workforce have declared a disability, this comprises of 3.22% male and 2.25% female. Employees with a declared disability are spread fairly evenly across service areas and grades. A new Managing Attendance policy was implemented in February 2012. Within the revised policy absences due to a disability are no longer counted as part of the trigger process.

# Equality Impact Assessment

## Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Redeployment Policy	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
October 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<p>The council aims to ensure as far as possible, security of employment for its employees. However, it also recognises that whether through the requirements of legislation, Best Value, changing local demands or budgetary pressures there may be circumstances when the Council has to reduce the number of employees. Such changes may mean that some jobs are redundant or alter substantially to improve service efficiency.</p> <p>In this event the Council will seek to minimise the effects of redundancies and this will include providing sufficient time and effort to finding alternative employment.</p> <p>Although the redeployment policy does not refer to health-related or other situations where redeployment could be considered, in practice the procedure would also apply in such cases.</p> <p>The Procedure is defined by the HR Team, following consultation with TU representatives and Senior Management Team. It is managed by the HR Team, Service Managers, Heads of Service and Directors.</p>	

The procedure links to the Redundancy Procedure. It would also potentially apply to case being dealt with under the Managing Attendance or Capability Policies.

Successful redeployment ensures, where possible, that employment status is protected when someone cannot continue to work in their substantive post – for reasons of redundancy, health, capability, conduct or other. It helps to retain valued staff and utilise their skills. It could potentially reduce Employment Tribunal claims and, where these occur, defend them successfully.

Redeployment can be an effective solution if an employee has become ill or has a disability – or to prevent conditions worsening because of work-related factors – thereby increasing equality of opportunity for people with disabilities. In capability situations, it may be the case that an employee has a positive contribution to make in the right job. Redeployment could also provide work in a different area, where appropriate, following investigations into bullying or harassment or seek more flexible work for staff with caring responsibilities, where this cannot be accommodated in their substantive post.

Redeployment will often be supported by learning and development opportunities to enable the employee to carry out the new job effectively.

#### **5. Who are the stakeholders?**

The stakeholders are: HR Team, all employees, the Trade Unions.

#### **6. What outcomes do we want to achieve?**

See 4.

#### **7. How will performance be measured?**

n/a

#### **8. Brief summary of research and background data**

No adverse impact has been identified.

#### **9. Methods and outcome of consultation**

#### **10. Results of initial screening**

The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the

grounds of age? All age groups.

**Disability** – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’

**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

**Marriage / Civil Partnership** – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

#### 11. Decisions and / or recommendations (including supporting rationale)

#### 12. Is an Equality Action Plan required?

## Full Impact Assessment

## **DATA COLLECTION**

Between April 2011 and March 2012 one person in the Council was redeployed, who was a non-disabled, White British female.

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Redeployment	O	O	O	O	O	O	O	O	O	The EIA shows that the function or policy has no differential impact

<b>Symbol</b>	<b>Impact</b>
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue

## Equality Impact Assessment

### Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Redundancy Policy and HR Protocols supporting this (agreed February 2009)	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
September 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<p>The council aims to ensure as far as possible, security of employment for its employees. However, it also recognises that whether through the requirements of legislation, Best Value, changing local demands or budgetary pressures there may be circumstances when the Council has to reduce the number of employees. Such changes may mean that some jobs are redundant or alter substantially to improve service efficiency.</p> <p>In this event the Council will seek to minimise the effects of redundancies by seeking suitable volunteers and will provide sufficient time and effort to finding alternative employment. (See redeployment policy) Where compulsory redundancies are unavoidable, the council will handle the redundancies in the most fair, consistent and sympathetic manner.</p> <p>The Procedure is defined by the HR Team, following consultation with TU representatives and Senior Management Team. It is managed by the HR Team, Service Managers and Directors. The appeal process, heard by elected members is administered by Democratic Services.</p>	

<p>The procedure links to the Redeployment Procedure.</p> <p><i>What might hinder the Procedure?</i></p> <ul style="list-style-type: none"> <li>• If matters are not dealt with in a fair and consistent manner, this may lead to a poor employee relations, appeals and employment tribunal claims, with adverse publicity.</li> <li>• A lack of training and awareness.</li> <li>• Changes in employment legislation.</li> <li>• Inconsistent interpretation or application of the procedure.</li> </ul>
<p><b>5. Who are the stakeholders?</b></p> <p>The stakeholders are: HR Team, all employees, the Trade Unions and the Elected Members who hear appeals.</p>
<p><b>6. What outcomes do we want to achieve?</b></p> <p>See 4.</p>
<p><b>7. How will performance be measured?</b></p> <p>n/a</p>
<p><b>8. Brief summary of research and background data</b></p> <p>Small numbers of employees affected, no adverse impact identified.</p>
<p><b>9. Methods and outcome of consultation</b></p>
<p><b>10. Results of initial screening</b></p> <p>The following questions have been considered in order to evaluate the various equality groups:-</p> <p><b>Age</b> – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.</p> <p><b>Disability</b> – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’</p> <p><b>Gender Reassignment</b> – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.</p> <p><b>Marriage / Civil Partnership</b> – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.</p>



**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person's skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

#### **11. Decisions and / or recommendations (including supporting rationale)**

#### **12. Is an Equality Action Plan required?**

## Full Impact Assessment

### DATA COLLECTION

13 people were made redundant between April 2011 and March 2012. 12 of these were voluntary redundancies. 5 were male, 8 female. None declared a disability. All were White British.

The table below gives a breakdown down by age, gender and disability status.

Age group	Number of employees made redundant	Gender	Disability status
25-39	4	2 F, 2 M	No disabled
40-49	2	2 F	No disabled
50-59	4	3 F, 1 M	No disabled
60-69	3	2M,1F	No disabled

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Redundancy Policy	O	O	O	O	O	O	O	O	O	The EIA shows that the policy has no differential impact

<b>Symbol</b>	<b>Impact</b>
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue

## Equality Impact Assessment

### Introduction

An Equality Impact Assessment (EIA) is required to ensure that equality is placed at the centre of policy development and review, as well as service delivery. The purpose of this EIA is to systematically analyse the likely impact of a service, policy or proposals on different community groups, and how the needs of such groups have been taken into account in developing those proposals.

The EIA can anticipate and recommend ways to avoid any discriminatory or negative consequences for a particular group, on the grounds of any protected characteristic. It provides the opportunity to demonstrate the potential benefits for equality target groups arising from a proposed policy or project.

The need for an EIA stems from the general duty placed on public authorities to eliminate unlawful discrimination in carrying out functions, and promote equality of opportunity. This is outlined in the Equality Act 2010, with specific public sector duties in place from April 2011.

1. Name of Policy or Service (existing or proposed)	
Appraisal Process	
2. Responsible Manager	
Head of Human Resources	
3. Date EIA completed	Review date
October 2012	
4. Description and aims of policy / service (including relevance to equalities)	
<p>To provide training which:</p> <ul style="list-style-type: none"> <li>i) Enables employees to acquire knowledge, skills and attitudes relevant to their job</li> <li>ii) Ensures a uniform and consistent approach to Council policies</li> <li>iii) Provides for career development in the joint interest of the individual and the Council</li> <li>iv) Meets the changing needs of local government service</li> </ul> <p>The Values describe the “way of working” at South Ribble Borough Council. They represent the culture and personality of the Council. The Framework, although generic, has taken into account culture and leadership style across the Council. Equally it reflects the strategic direction of the organisation in terms of vision and Corporate priorities.</p>	

Our Appraisal Policy is a consistent individual performance management system which raises the quality of services provided by the Council through a highly motivated and competent workforce.

It will support the Council's Performance Management Framework by translating high level strategy into each individual's role.

It will aim to:

- ensure the appraisal process is fair and equitable for all employees and that it is applied in line with the Equal Opportunities policy;
- increase job satisfaction and ensure employees receive recognition for their achievements;
- identify appropriate in-service and corporate learning and development, providing an opportunity for personal development based upon informed feedback and decisions; and
- allow for improved succession planning and career development.

#### **5. Who are the stakeholders?**

All employees including managers, elected members, trade unions, Human resources.

#### **6. What outcomes do we want to achieve?**

All employees having an annual appraisal linked to the Values Framework to enable the Council to meet its objectives.

#### **7. How will performance be measured?**

Employees who receive an effective appraisal.

The employee survey is carried out every 2 years and includes a number of questions linked to appraisal and development. These are shown in the body of this EIA.

#### **8. Brief summary of research and background data**

#### **9. Methods and outcome of consultation**

Employee survey – results shown with EIA.

#### **10. Results of initial screening**

The following questions have been considered in order to evaluate the various equality groups:-

**Age** – Is there any concern that these proposals could cause differential impact on the grounds of age? All age groups.

**Disability** – Is there any concern that these proposals could cause differential impact on the grounds of disability? Disability is recognised under the Equality Act as ‘a physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities.’

**Gender Reassignment** – Is there any concern that these proposals could cause differential impact on the grounds of gender reassignment? The Equality Act recognises this where a person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for changing sex.

**Marriage / Civil Partnership** – Is there any concern that these proposals could cause differential impact on the grounds of marriage or civil partnership? Under the Equality Act, no such protection exists for single or unmarried people.

**Pregnancy / Maternity** – Is there any concern that these proposals could cause differential impact on the grounds of pregnancy or maternity?

**Race** – Is there any concern that these proposals could cause differential impact on the grounds of race? Race is recognised under the Equality Act as a person’s skin colour, nationality or ethnic origin.

**Sex** – Is there any concern that these proposals could cause differential impact on the grounds of gender? Including men, women and transgender people.

**Sexual Orientation** – Is there any concern that these proposals could cause differential impact on the grounds of sexuality? Including heterosexual, gay, lesbian and bisexual people.

**Religion or belief** – Is there any concern that these proposals could cause differential impact on the grounds of religion or faith? All faiths recognised in the European Convention of Human Rights are included.

A commentary has been provided for each policy where appropriate – see Appendix A

## 11. Decisions and / or recommendations (including supporting rationale)

## 12. Is an Equality Action Plan required?

Develop a new appraisal scheme based on agreed Values Framework (set of competencies)  
Train managers in its use  
Monitor consistency of outcomes and application using new HR system

## Full Impact Assessment

### DATA COLLECTION

As at 31<sup>st</sup> March 2012, 91% of employees have has a performance review. Employees who were on maternity leave and staff who were absent due to long-term sick leave were omitted from the whole staff count

## Appendix A – Results of initial screening

Policy / service	Protected Characteristics									Commentary
	Age	Disability	Gender reassignment	Marriage / civil p'ship	Pregnancy / maternity	Race	Religion or belief	Sex	Sexual Orientation	
Appraisal Process	O	O	O	O	O	O	O	O	O	The EIA shows that the function or policy has no differential impact

<b>Symbol</b>	<b>Impact</b>
+	Positive
O	Neutral / Negligible
-	Negative
P	Potential issue