



# Equality Impact Assessment Record Form

People Strategy and Development Plan

## Equality Impact Assessments

Directorate	Service	Person responsible for the assessment	Date assessment completed
Resources	Human Resources/Organisational Development	Sally Morgan	02/10/2009
<b>Title of the policy being assessed</b>	People Strategy and Development Plan (2006)		
<b>The status of the policy</b>	Existing (However, this plan is for the period 2006-2009, so is currently under review.)		
<b>1. What are the aims, objectives and purposes of the policy?</b>	<p>This strategy/plan is based on taking a proactive approach to people management issues at NNDC and helping the Council to become an 'excellent' Council.</p> <p>It covers a wide range of areas and many of the outcomes that result will need to be assessed for equality impact separately (for example the revised disciplinary and grievance procedures, or new capability procedure).</p> <p>The plan has five people management aims for the Council (see page 5 of the plan):</p> <ol style="list-style-type: none"> <li>1. To develop the Leadership Capacity of North Norfolk District Council</li> <li>2. To develop the Skills and Capacity of North Norfolk District Council's Staff</li> <li>3. To develop the whole organisation of North Norfolk District Council</li> <li>4. To resource North Norfolk District Council</li> <li>5. To develop the pay and reward structure of North Norfolk District Council to attract the staff we need.</li> </ol> <p>Actions needed to achieve these aims were also defined; these can be seen in order of priority in Appendix C.</p> <p><b>Please note:</b></p> <ol style="list-style-type: none"> <li>i. <b>As mentioned above, many of the outcomes will need to be equality impact assessed in their own right and hence this detail is not included in this assessment.</b></li> <li>ii. <b>This plan refers to the development of both employees and Elected Members, however, it is important to note that each political party selects its own candidates to stand for election and the public make the final decision on who is elected. It is a democratic process and North Norfolk District Council have no influence over the diversity of candidates standing</b></li> </ol>		

<p><b>2. Does the policy support other objectives of the council?</b></p>	<p><b>for election, nor those elected.</b></p> <p>Yes:</p> <ul style="list-style-type: none"> <li>• 'Changing Gear' Corporate Plan – the People Strategy &amp; Development Plan is one of the underpinning documents of the Corporate Plan and is directly linked to 'First Class Resource Management'. Also, specific priorities of the People Strategy and Development Plan link to the corporate values, e.g. priority 18 links to the corporate value of 'Partnership'.</li> <li>• Legal compliance – e.g. with the Employment Equality (Age) Regulations 2006 (see priority 6).</li> <li>• Disciplinary Procedure (priority 5) – a separate Equality Impact Assessment has been completed for this</li> <li>• Grievance Procedure (priority 5) – a separate Equality Impact Assessment has been completed for this</li> <li>• Effective recruitment and succession planning (priority 3, 15 &amp; 19)</li> <li>• Job evaluation – pay and grading review (priority 3)</li> <li>• Disability Equality Scheme – actions from this scheme overlap with some areas of the People Strategy and Development Plan.</li> </ul>
<p><b>3. Who is intended to benefit from the policy, and in what way?</b></p>	<p><u>All Employees</u> – better people management through improved reward systems (people management aim 5 &amp; priority 3), improved policies and procedures (priorities 5, 7, 12 &amp; 14), improved working conditions (priorities 7 &amp; 12), employee voice (priorities 4, 7 &amp; 14)</p> <p><u>All Managers</u> – increased skills and leadership capacity (priority 13), better policies and procedures to work with (priorities 5, 7, 12 &amp; 14), also clarity on what we hope to achieve and methods/milestones</p> <p><u>Human Resources</u> – better policies and procedures (priorities 5, 7, 12 &amp; 14), feedback from employees to help identify areas for improvement (priorities 4, 7 &amp; 14), performance management (priorities 1 &amp; 5), improved systems (priority 10), also clarity on what we hope to achieve and methods/milestones</p> <p><u>All Members</u> – member development (priority 11) and building of skills/leadership capacity (priority 11), also clarity on what we hope to achieve and methods/milestones</p> <p><u>Trade Union</u> – through better working conditions (priorities 7 &amp; 12) and policies/procedures (priorities 5, 7, 12 &amp; 14) for their members and possibly working together on skills development via Trade Union Learner Reps (priority 16), also clarity on what we hope to achieve and methods/milestones</p> <p><u>All Customers &amp; Service Users</u> – A more highly skilled and better resourced Council will deliver better service.</p>
<p><b>4. What outcomes are anticipated from the policy being in place?</b></p>	<p>The overarching outcome is hoped to be an improved Council through development of people and people management processes. More specifically the anticipated outcomes are listed in Appendix C in order of priority.</p>

<b>5. Identify and select your assessment team.</b>	<b>Name</b>		<b>Role</b>		<b>Responsibilities</b>			
	Sally Morgan Consultees - See Appendix A		HR Officer Various		Lead on assessment Consultees			
<b>6. What data have you gathered for this assessment? How have you analysed this data?</b>	<b>Source and Age of Data</b>		<b>Owner</b>		<b>Findings</b>		<b>Data Gaps</b>	
	Consultation during the formation of the Strategy (2006)		Human Resources		Staff, Managers, UNISON, Members and Human Resources were all consulted.		It is not believed that there was targetted consultation for sexual orientation or religion/belief groups.	
	IDeA (2007) 'Delivering through people: big challenges, big questions'.		IDeA – Improvement and Development Agency for Local Government		Local government in general has an ageing workforce.		N/A	
	Cognos Reports (2009) (Cognos is a tool that allows us to create reports from the information held on the Human Resources computer system – 'Resource Link')		Human Resources		Age profile of the workforce		Whilst data from this system can be analysed in terms of ethnicity, gender, age and disability status; it is not possible to analyse this data in terms of sexual orientation or religion/belief as we do not currently collect this information.	
	INTRAN pages of intranet		Maureen Wells		Services that INTRAN can offer		n/a	
	Views from employee representatives regarding the assessment		Human Resources		Changes made following this consultation are listed in Appendix A.		n/a	

	North Norfolk District Councils accessibility matters standards	North Norfolk District Council	Guidelines on how to make information more accessible	n/a
	<p>A variety of data informed the People Strategy &amp; Development Plan including:</p> <ul style="list-style-type: none"> <li>• Citizens Panel Results;</li> <li>• Census 2001 data;</li> <li>• NNDC Economic Development Strategy to 2007;</li> <li>• 'CFACS' financial system data;</li> <li>• Halifax Buiding Society Data (2005);</li> <li>• The People's Scorecard (Aug 2005);</li> <li>• Performance Management data (2003-6);</li> <li>• Appraisal Data (2005/6)</li> <li>• Staff Survey results (2004)</li> </ul>			
7. Who are the main stakeholders of this policy?	<b>Community</b>		<b>Staff/Members</b>	<b>Partners</b>
	<ul style="list-style-type: none"> <li>• Customers/Service users</li> </ul>	<ul style="list-style-type: none"> <li>• All Employees</li> <li>• All Managers</li> <li>• Members</li> <li>• Trade union representatives</li> <li>• Human Resources</li> </ul>		
8. Are there any concerns that the policy could have a negative impact with regard to race and ethnicity?	<b>What evidence (actual data or assumptions) do you have to support this?</b>			
	<b>No</b>	<p>This strategy aims to develop the whole workforce and improve people management for all. Priority 11 (see page 9 of the document) applies equally to the entire Member intake of May 2007. Many different groups were consulted in the development of the strategy, as listed in section 6 above.</p> <p>'INTRAN' services (translation) would also be available if there was a need to communicate the strategy in another language, for example.</p> <p>In addition to this, the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this Strategy to reinforce the Policy. One of the recurring themes in the strategy is to 'embrace equality &amp; diversity' which would have a positive impact on all equality groups listed in sections 8-13, including race and</p>		

		<p>ethnicity. Specific evidence on equality for different racial/ethnic groups across the activities of the Human Resources function is available in separate and specific Equality Impact Assessments including Recruitment &amp; Selection; Training Learning &amp; Development and Discipline/Grievance.</p> <p>Some of the outcomes will also help North Norfolk District Council to monitor how well it is doing in relation to the equality strands – for example – staff survey results (priority 4) include feelings of equality including regarding race and ethnicity, the exit interview process (priority 14) will provide another avenue for people to feedback if they feel there are equality issues relating to race/ethnicity, as will an improved grievance procedure (priority 5) by providing another mechanism to raise issues of this kind.</p> <p>It is not felt that this strategy will have an adverse impact on any particular race or ethnic group.</p>
<p><b>9. Are there any concerns that the policy could have a negative impact with regard to gender?</b></p>	<p><b>No</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This strategy aims to develop the whole workforce and improve people management for all. Priority 11 (see page 9 of the document) applies equally to the entire Member intake of May 2007. Many different groups were consulted in the development of the strategy, as listed in section 6 above.</p> <p>In addition to this, the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this Strategy to reinforce the Policy. One of the recurring themes in the strategy is to 'embrace equality &amp; diversity' which would have a positive impact on all equality groups listed in sections 8-13, including gender. Specific evidence on equality for different genders across the activities of the Human Resources function is available in separate and specific Equality Impact Assessments including Recruitment &amp; Selection; Training Learning &amp; Development and Discipline/Grievance.</p> <p>Some of the outcomes will also help North Norfolk District Council to monitor how well it is doing in relation to the equality strands – for example – staff survey results (priority 4) include feelings of equality including regarding gender, the exit interview</p>

		<p>process (priority 14) will provide another avenue for people to feedback if they feel there are equality issues relating to gender, as will an improved grievance procedure (priority 5) by providing another mechanism to raise issues of this kind.</p> <p>There are also some specific areas which will have a positive impact on gender equality in particular – e.g. improving flexible working (priority 12) – as more women than men at North Norfolk District Council currently have caring responsibilities, flexible working options can help address equality in access to work and also improve work life balance for those with caring responsibilities. Issues with equality in pay would be highlighted in the pay and grading review (priority 3).</p> <p>Therefore it is concluded that this strategy should have a positive impact on gender.</p>
<p><b>10. Are there any concerns that the policy could have a negative impact with regard to disability?</b></p>	<p><b>No</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This strategy aims to develop the whole workforce and improve people management for all. Priority 11 (see page 9 of the document) applies equally to the entire Member intake of May 2007. Many different groups were consulted in the development of the strategy, as listed in section 6 above.</p> <p>This strategy should be communicated in a number of different forms – e.g. intranet, team briefing &amp; briefing newsletter. Communications would need to comply with the Council's Accessibility Standards. 'INTRAN' services (translation) would also be available if there was a need to communicate the strategy in sign language or Braille for example.</p> <p>In addition to this, the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this Strategy to reinforce the Policy. One of the recurring themes in the strategy is to 'embrace equality &amp; diversity' which would have a positive impact on all equality groups listed in sections 8-13, including disability. Specific evidence on equality according to disability status across the activities of the Human Resources function is available in separate and specific Equality Impact Assessments including Recruitment &amp; Selection; Training Learning &amp; Development and Discipline/Grievance.</p>

		<p>Some of the outcomes will also help North Norfolk District Council to monitor how well it is doing in relation to the equality strands – for example – staff survey results (priority 4) include feelings of equality regarding disability, and data on the number of staff that consider themselves to have a disability; the exit interview process (priority 14) will provide another avenue for people to feedback if they feel there are equality issues relating to disability status, as will an improved grievance procedure (priority 5) providing another mechanism to raise issues of this kind.</p> <p>Also, the work done as part of the actions in the survey feeds into other equality work relating to disability – the staff survey results were used to provide baseline data for the Disability Equality Scheme. Priority 14 (to develop an exit interview process) and the assessment of the Human Resources Function are also actions arising from the Disability Equality Scheme.</p> <p>Therefore it is concluded that this strategy should have a positive impact on disability.</p>
<p><b>11. Are there any concerns that the policy could have a negative impact with regard to age?</b></p>	<p><b>Yes – however, priority 19 may appear to be biased but is part of a larger set of activities to make employment accessible to all age groups</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This strategy aims to develop the whole workforce and improve people management for all. Priority 11 (see page 9 of the document) applies equally to the entire Member intake of May 2007. Many different groups were consulted in the development of the strategy, as listed in section 6 above.</p> <p>In addition to this, the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no ‘equalities statement’ in this Strategy to reinforce the Policy. One of the recurring themes in the strategy is to ‘embrace equality &amp; diversity’ which would have a positive impact on all equality groups listed in sections 8-13, including age. Specific evidence on equality for different age groups across the activities of the Human Resources function is available in separate and specific Equality Impact Assessments including Recruitment &amp; Selection; Training Learning &amp; Development and Discipline/Grievance.</p> <p>Some of the outcomes will also help North Norfolk District Council to monitor how well it is doing in relation to the equality strands – for example – staff survey results</p>

		<p>(priority 4) include feelings of equality including regarding age, the exit interview process (priority 14) will provide another avenue for people to feedback if they feel there are equality issues relating to age, as will an improved grievance procedure (priority 5) by providing another mechanism to raise issues of this kind.</p> <p>There are a number of areas in the strategy that relate to age. Priority 6 is directed towards compliance with the Employment Equality (Age) Regulations (2006) and will have a positive effect with regard all ages. A further priority relating to age is number 19, relating to recruiting younger people into the Local Government workforce. North Norfolk District Council is aware that attention should be paid to the age profile of the workforce to enable sensible actions to be taken to ensure looking ahead to the future there are enough skills to provide continuity and sustainability for the Council and residents of the North Norfolk district. The Council indeed takes a number of actions to ensure that we are as attractive as possible to all age groups for this very purpose - example of this include: -</p> <ul style="list-style-type: none"> <li>• Taking work experience placements from local schools to encourage young people to consider their career options in local government</li> <li>• Having no upper age limit on applications and no default retirement age</li> <li>• Having a flexible retirement policy (see 'Pension, Retirement and Discretionary Compensation payments' policy)</li> </ul>
<p><b>12.Are there any concerns that the policy could have a negative impact with regard to religion/belief?</b></p>	<p><b>No – but insufficient data on this group</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This strategy aims to develop the whole workforce and improve people management for all. Priority 11 (see page 9 of the document) applies equally to the entire Member intake of May 2007. Many different groups were consulted in the development of the strategy, as listed in section 6 above.</p> <p>In addition to this, the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this Strategy to reinforce the Policy. One of the recurring themes in the strategy is to 'embrace equality &amp; diversity' which would have a positive impact on all equality groups listed in sections 8-13, including religion/belief. Specific evidence on equality for different religion/belief groups across the activities of the Human Resources function is available in separate and specific Equality</p>

		<p>Impact Assessments including Recruitment &amp; Selection; Training Learning &amp; Development and Discipline/Grievance.</p> <p>Some of the outcomes will also help North Norfolk District Council to monitor how well it is doing in relation to the equality strands – for example – staff survey results (priority 4) include feelings of equality including regarding religion, the exit interview process (priority 14) will provide another avenue for people to feedback if they feel there are equality issues relating to religion/belief, as will an improved grievance procedure (priority 5) by providing another mechanism to raise issues of this kind.</p> <p>There are however, no actions in the strategy that relate specifically to religion/belief. Because this data is not currently collected for the workforce it is difficult to conclude 1) what actions could have been identified and 2) whether or not any part of this strategy would have an adverse impact on any particular religion/belief group.</p>
<p><b>13.Are there any concerns that the policy could have a negative impact with regard to sexual orientation?</b></p>	<p><b>No – but insufficient data on this group</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This strategy aims to develop the whole workforce and improve people management for all. Priority 11 (see page 9 of the document) applies equally to the entire Member intake of May 2007. Many different groups were consulted in the development of the strategy, as listed in section 6 above.</p> <p>In addition to this, the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no ‘equalities statement’ in this Strategy to reinforce the Policy. One of the recurring themes in the strategy is to ‘embrace equality &amp; diversity’ which would have a positive impact on all equality groups listed in sections 8-13, including different sexual orientations. Specific evidence on equality for different sexual orientation groups across the activities of the Human Resources function is available in separate and specific Equality Impact Assessments including Recruitment &amp; Selection; Training Learning &amp; Development and Discipline/Grievance.</p> <p>Some of the outcomes will also help North Norfolk District Council to monitor how well it is doing in relation to the equality strands – for example – staff survey results (priority 4) include feelings of equality including regarding sexuality, the exit interview process (priority 14) will provide another avenue for people to feedback if they feel</p>

		<p>there are equality issues relating to sexual orientation, as will an improved grievance procedure (priority 5) by providing another mechanism to raise issues of this kind.</p> <p>There are however, no actions in the strategy that relate specifically to religion/belief. Because this data is not currently collected for the workforce it is difficult to conclude 1) what actions could have been identified and 2) whether or not any part of this strategy would have an adverse impact on any particular religion/belief group.</p>
<b>14. Could the negative impact you have identified in questions 8 - 13 lead to the potential for adverse impact if the policy is implemented?</b>	<b>Yes</b>	Covered in section 11 above, priority 19 to attract younger workers, may appear biased towards younger people. However this is part of a larger programme of activity to make local government employment accessible and attractive to all age groups
<b>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group?</b>	<b>N/A</b>	
<b>Or any other reason?</b>	<b>N/A</b>	
<b>Can the impact be mitigated by existing means?</b>	<b>Yes</b>	Covered in section 11 and above – North Norfolk District Council aim to promote employment to all and whilst priority 19 is directed at younger people this is just one of the actions that we are taking to attract people of all different ages to Local Government e.g. no default retirement age.
<b>If yes, what actions will you undertake to mitigate these impacts and revise the policy?</b>	<b>Yes</b>	These actions have already been taken.
<b>15. Describe the arrangements for reporting and publishing</b>	This assessment will be reported to the Equality and Diversity Board and will be published on the NNDC external website ( <a href="http://www.northnorfolk.org">www.northnorfolk.org</a> )	

<b>this assessment.</b>			
<b>Has this assessment been undertaken by a minimum of two staff?</b>	<b>Yes</b>	<b>Has this assessment been scrutinised by your Directorate Steering Group?</b>	<b>This has been scrutinised by Organisational Development Equality Impact Assessment team</b>
<b>If the policy is new, or requires a decision by Councillors to revise, has this Equality Impact Assessment been included with the report?</b>			<b>Yes</b>
<b>Have any actions identified in this assessment been included in your service equality and diversity action plan?</b>			<b>See Appendix B</b>
<b>Completed by:</b>	Sally Morgan, HR Officer	<b>Signed off by:</b>	Julie Cooke, Organisational Development Manager

## **Appendix A – Consultation information and Edits**

### **People consulted in the assessment:**

- Kate Davison (KD) – HR Assistant
- Unison representative (UR)
- Julie Cooke (JC) – Organisational Development Manager
- Claire Bailey (CB) – Community Cohesion Officer

### **Actions taken after consultation:**

- Amendments to sections 1 & 9 - KD
- Amendments and re-wording to section 11 and 14 – JC
- Reference to evidence available in other EqIAs across sections 8-13 – CB
- Making comments more specific to the equality group they refer to across sections 8-13 – CB
- Additional action added to appendix B regarding collection of data on religion/belief and sexual orientation – CB
- Reference to the actions in the Disability Equality Scheme in sections 2 & 10 - CB

## Appendix B – Action Plan

Action	Expected Outcome	Person responsible	Target date	✓
Include an Equalities statement in the People Strategy & Development Plan	To link the procedure to the wider equalities agenda of North Norfolk District Council and reinforce the Equal Opportunities Policy to ensure all staff treated fairly and consistently regardless of background.	Julie Cooke, Organisational Development Manager	When People Strategy & Development Plan is reviewed	
Review People Strategy & Development Plan as planned (timescale for this current document is 2006-9)	To continue to develop the workforce and improve people management at North Norfolk District Council	Julie Cooke, Organisational Development Manager	By end of 2009	
Equality impact assess the outcomes when they are completed where appropriate e.g. the capability procedure, Exit interview process etc	To ensure that none of the outcomes of this strategy have an adverse impact.	Julie Cooke, Organisational Development Manager	As and when any outcomes are complete	
Include Sexual Orientation and Religion/Belief in monitoring of employees in general and therefore in the monitoring of the use of the outcomes arising from this strategy. This would require an update from current employees and the data to be collected for all new employees and would also eliminate areas where equality data is 'not known'.	To ensure there is no cause for concern with regard either of these groups in the application of the Policy.	Sally Morgan, HR Officer	Ready to report on March 2010.	
Review the Equality Impact Assessment on an annual basis and a full review every three years; or at the point which the policy is reviewed – whichever is sooner	Continuing commitment to equality, where changes have been made, or new evidence is available	Sally Morgan	When People Strategy & Development Plan is reviewed or after 12 months – whichever is sooner	

## **Appendix C – Priorities Arising from the People Strategy & Development Plan**

- 1 Develop Performance Indicators for Our People Strategy and Development Plan
- 2 Review of HR service
- 3 Pay and grading review
- 4 Staff survey
- 5 Disciplinary and Grievance procedures and capability procedure
- 6 Review policies and practice against Age Discrimination Legislation from Oct 2006
- 7 Working conditions
- 8 Investor in People
- 9 Scope potential benefits of partnership working on Skills and Physical Improvement Targets
- 10 Computerised Personnel System and Process Mapping
- 11 Skills Audit and Induction for Members
- 12 Review of flexitime and work life balance guidelines  
Review of existing and new policies
- 13 Applied Leadership Development for Management Team
- 14 Exit Interview process
- 15 Competency framework
- 16 Trade Union learner reps
- 17 Skills audit for employees
- 18 Gaining specialised skills through partnering
- 19 Recruiting young people
- 20 Produce workplace planning information by service areas

## Equality Impact Assessments

---