
Equality Impact
Assessment

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Guidance

Improvement and HR

Jane Fowler
01546 604466
jane.fowler@argyll-bute.gov.uk

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Realising our potential together



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Introduction

We need to make sure that the way we deliver services does not have an adverse impact on people from different equality groups, both customers and employees.

The Equality Impact Assessment (EqIA) is a process that helps you to undertake a full assessment of the council's functions and policies.

The EqIA will help you to assess whether we are likely to have an adverse impact on the diverse groups of people within Argyll and Bute. The EqIA will also help the council to make the most of opportunities to promote good relations between different groups. The EqIA will help to ensure that the council meets the commitments set out in its Equality and Diversity Policy.

The HR &OD team hope you find the EqIA process easy to use. If you have any suggestions for improvement please send them to:

David Clements
HR&OD Team
Customer Services
Kilmory
Lochgilphead PA31 8RT

Email: david.clements@argyll-bute.gov.uk

Summary

An Equality Impact Assessment involves assessing the likely or actual effects of policies or services on people in respect of their race, gender, disability, age, religion or belief, sexual orientation, marriage and civil partnership, gender reassignment and pregnancy and maternity.

Stage 1 - Rapid Impact Assessment (RIA)

This is a short exercise that involves considering the overall policy or service and deciding if it is relevant to equality. The basic rule is that if people are affected by what we do then we need to carry out an equality impact assessment.

Stage 2 – carrying out a full equality impact assessment

Stage 2 examines in detail the proposal to find out what kind of equality impact there might be and which groups of people it will affect most. There are 8 steps in the process:

- Step 1 – identify the purpose of your policy or service
- Step 2 – assess the impact using information and evidence
- Step 3 – remove or reduce a negative impact
- Step 4 – make sure the policy or service promotes equality
- Step 5 – arrange to monitor and evaluate the policy or service
- Step 6 – sign off the equality impact assessment
- Step 7 – arrange to publish the equality impact assessment
- Step 8 – review the policy or service and update the equality impact assessment

What is an equality impact assessment and why do we need to do this?

The equality impact assessment (EqIA) is a process to ensure that the council does not discriminate and where possible the council uses opportunities to promote equality and good relations between groups.

An EqIA involves anticipating the consequences of the council's functions and policies on different people, making sure that, as far as possible, any negative impacts are minimised or removed and that we make the most of any opportunities for promoting equality.

Carrying out an EqIA involves assessing the likely (or actual) effects of policies on people in respect of what are known as protected characteristics (Equality Act 2010). The protected characteristics are: race, gender, disability, age, religion or belief, sexual orientation, marriage and civil partnership, gender reassignment and pregnancy and maternity.

To help with the assessment process, 2 models have been developed for EqIA's. There is a Rapid Impact Assessment (RIA) which should be completed for all new and revised policies or changes to service delivery models. The second model is the full impact assessment which should be completed if it becomes apparent through completing a RIA that a protected characteristic or groups are likely to be negatively impacted upon.

Under the Equality Act 2010 the council, as a public body, is required to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and those who do not.

Having "due regard" means giving appropriate weight to equality in proportion to how relevant it is to a particular policy. A robust and detailed EqIA provides the necessary evidence that the council has given due regard to equality issues before taking a decision.

The word policy is used throughout the assessment to include the full range of policies, functions, procedures, strategies, projects, applications for funding and financial decisions.

Assessing the potential impact on people with protected characteristics helps us to consider relevant evidence and decide whether particular groups may be

disproportionately affected by decisions; or whether more could be done to foster good relations.

The evidence gathered is important, given the potential for people with protected characteristics to be negatively affected by budget decisions and service changes.

Impact assessment is an effective way of improving policy development and service delivery, ensuring that you consider the needs and experiences of customers and of employees.

Impact assessment enables you to:

- Take effective action on equality
- Develop better policies and practices, based on evidence
- Be more transparent and accountable

Which policies should be subject to impact assessment?

All new and reviewed policies and service provision models should go through the EqIA process, particularly if people will be affected e.g. service users, employees.

The general equality duty applies to a broader range of protected characteristics than before, so services should assess the impact of existing policies across all of the protected characteristics.

If you think that an existing policy may be potentially discriminatory then prioritise this to be assessed again.

Who should carry out EqIA's?

The EqIA should be prepared by the lead officer responsible for developing or reviewing the policy, together with an officer who is familiar with the process (although they don't necessarily have to be familiar with the policy being assessed). Involving other officers is vital to ensure the process is carried out in a robust way. It may be that for some assessments a number of key stakeholders are also involved. Further support and information is available from the Improvement and Organisational Development team.

When should you assess impact?

Assessing the impact is an important part of policy and service development and in decision-making as it should lead to improvements in policies and practices.

For this reason, assessing the impact should be carried out as part of the development and planning stage and afterwards as part of the review stage. Assessing impact should not be done at the end of the process.

Decision makers, such as elected members and senior officers, need to give due regard to equality and diversity. Decision-makers should ask for and take account of the results of completed assessments when considering whether to approve a new policy or service change. This will ensure that the impact assessment influences the decision.

The impact and relevance of a policy does not just depend on the number of people and groups who are affected but also the significance of the effect that may be experienced.

Introducing a level of scrutiny of equality impact assessments in decision making will help the council to demonstrate to communities that equality is important.

Assessing the impact does not end with the introduction of a new or revised policy. It is vital that the impact is monitored and that the assessment is repeated as part of any review. In conclusion, impact assessment is an ongoing process.

Consultation

The Equality Impact Assessment process should be informed by consultation. Consultation or involvement with different equality groups will help you to understand the impact of proposals on these groups. By undertaking this approach, employees, service users, trade unions and others who may be affected will have an input to improve policy development and service delivery.

Use the council's Community Engagement guidance when you are contacting members of the public, community groups and staff.

Stage one: Rapid Impact Assessment

Part 1: Description/Consultation

Date of Assessment: 20/06/17	
Title of document being assessed: Argyll and Bute Manager programme	
<p>1. This is a new policy, procedure, strategy or practice being assessed</p> <p>(If yes please check box) <input type="checkbox"/></p>	
<p>2. Please give a brief description of the policy, procedure, strategy or practice being assessed.</p>	<p>The Argyll and Bute Manager programme is the Council's management development programme. This provides training to all employees with line management responsibilities and those who are developing into a LM role.</p>
<p>3. What is the intended outcome of this policy, procedure, strategy or practice?</p>	<p>To provide a 'one Council' approach to the management of people within the organisation.</p>
<p>4. Please list any existing documents which have been used to inform this Equality Impact Assessment.</p>	<p>none</p>
<p>5. Has any consultation, involvement or research with protected characteristic groups informed this assessment? If yes please give details.</p>	<p>no</p>
<p>6. Please give details of council officer involvement in this assessment.</p> <p>(e.g. names of officers consulted, dates of meetings etc)</p>	

<p>7. Is there a need to collect further evidence or to involve or consult protected characteristic groups on the impact of the proposed policy?</p> <p>(Example: if the impact on an individual or group is not known what will you do to gather the information needed and when will you do this?)</p>	No
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Stage one: Rapid Impact Assessment

Part 2: Protected Characteristics

Which protected characteristics will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic group is not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

If there is a negative impact against a protected characteristic then a full EqIA (Stage 2) should be completed.

Protected Characteristic	Positively	Negatively	No Impact	Not Known
Age			✓	
Disability			✓	
Ethnicity			✓	
Gender			✓	
Gender reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy & Maternity			✓	
Religion			✓	
Sexual Orientation			✓	

Stage one: Rapid Impact Assessment

Part 3: Impacts/Monitoring

<p>1. Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	
<p>2. Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc.)</p>	
<p>3. What action is proposed to overcome any negative impacts?</p> <p>(e.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc.)</p>	
<p>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	
<p>5. Has a 'Full' Equality Impact Assessment been recommended?</p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be</p>	

required.)	
6. How will the policy be monitored? (How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)	

Part 4: Contact Information

Name of Department : HR & OD

Manager Responsible
Name: Jennifer Coyle
Designation: Talent Management Lead
Telephone: 01546 604010
Email: Jennifer.Coyle@argyll-bute.gov.uk

Signature Lead Officer: <i>Katy Grubb</i>	Date: 07/08/17
Signature of Jane Fowler Director/Head of Service: <i>J.Fowler</i>	Date: 08/08/17
Name of Director/Head of Service:	
Date of Next Policy Review:	

Stage two: form for carrying out a full equality impact assessment

1: Policy or function details

<p>Name of policy or function</p> <p><i>(Insert the name of the policy, strategy, project, funding application, initiative or financial decision)</i></p>	<p>Argyll and Bute Manager, Management Development Programme.</p>
<p>Lead officer/person</p> <p><i>(The name of the officer who is responsible for developing the policy)</i></p>	<p>Katy Grubb</p>
<p>Supporting team (names/job titles)</p> <p><i>(This should list all members of the team who are providing support to the lead officer in carrying out the EqIA.</i></p> <p><i>This should include at least:</i></p> <ul style="list-style-type: none"> • <i>one person involved in developing the new policy</i> • <i>one person from another service who has not been involved in developing the policy</i> <p><i>If wider expertise is required then it may be helpful to consider inviting one or two others to join the assessment process including representatives from outwith the council if appropriate</i></p>	<p>Jennifer Coyle Talent Management Lead</p>

<p>What are the main aims of the policy?</p> <p><i>(bullet points describing the aims of the policy).</i></p> <p><i>(Should also include reference to other relevant council documents such as the Corporate Plan and Service Plans)</i></p>	<p>The Argyll and Bute Manager programme was implemented in September 2013.</p> <p>The Argyll and Bute Manager programme aims to provide managers with the skills, knowledge and behaviours to carry out their role as a manager within Argyll and Bute Council. It has been aligned with the council's competency framework with each of the courses mapped to the skills, knowledge and behaviours identified to deliver the objectives of the council.</p> <p>In 2016 the programme was reviewed based on evaluation and feedback received and is now split up into 2 levels; preparing to manage and managing teams.</p> <p>It is delivered via a blended learning approach which includes face to face courses and eLearning modules that have been developed in house with various subject matter experts to ensure the content is aligned to policy and procedure within the Council. This approach is to maximise participation and reduce the time commitments and travel time required to participate in the programme. This approach is also in line with the Council's digital agenda.</p> <p>All managers are required to submit an application form to request a place on either programme. This identifies how their participation in the programme will be aligned to their individual work plan, team/service plans and the overall corporate objectives as they are required to identify how their participation will impact on these.</p>
<p>Who will benefit?</p> <p><i>(A summary of the equality groups that are likely to benefit from the policy)</i></p>	<p>All managers in current management positions and employees wishing to progress into a line management role. It will also benefit the whole organisation as it will provide a consistent 'one council' approach to people management issues. It will also provide a support network for managers progressing through the programme in their cohorts</p>

<p>Is the policy intended to increase equality of opportunity by permitting positive action or action to redress disadvantage?</p> <p><i>(You should outline if your policy or function has been specifically developed to increase equality of opportunity by having a positive differential impact on people with any of the protected characteristics)</i></p>	<p>No. The programme has been developed to offer equality of opportunity to access management development opportunities across the whole organisation. It ensures that managers are equipped with the tools to effectively deliver their role as a line manager. Managers will know and understand the policies and procedures and their responsibilities within them and how to effectively implement these. The equalities theme is dispersed throughout all the modules in the programme one of the intended outcomes is for managers to be aware and equipped with the right skills and behaviours to manage fairly.</p>
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2: What are the likely impacts of the policy?

For each protected characteristic you should identify any particular impact that the policy may have for the group. Impacts could be positive or negative and both should be described.

If there are no impacts on a particular protected characteristic then state your reasons for this within the response box. This demonstrates that you have considered the impact on each characteristic.

<p>Will the policy impact on the whole population of Argyll and Bute?</p> <p>Will the policy impact on particular groups within the population of Argyll and Bute?</p> <p><i>(Specify whether the policy will impact upon the whole community or will there be particular emphasis on one or more groups)</i></p>	<p>The A&B manager programme is internal and applicable to all Council employees. There are no specific impacts for any particular group. There are also places reserved for NHS managers within the HSCP.</p> <p>The A&B Manager programme is part of the Council's people strategy.</p> <p>Argyll and Bute Manager programme ensures that line managers are appropriately trained to discharge all their responsibilities as people managers within the Council.</p> <p>There are positive benefits in that:</p> <ul style="list-style-type: none"> • It benefits to all in that if managers are effective in implementing a one council approach then this will have a subsequent benefit to service users. This will be measured via the impact assessments carried out following the completion of the programme. Managers are asked to identify how they met their learning objects and the impact this has had on service delivery. • It is available via eLearning which conforms to the accessibility standards. • Where there is any policy or transactional related training this is supported by supporting guidance which is available by our council intranet (The Hub). • The equalities theme is dispersed throughout all the modules in the programme one of the intended outcomes is for managers to be a aware and equipped with the right skills and behaviours to manage fairly. <p>Where appropriate we have broken the programme down into component parts to make it assist ease of</p>
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	access. This is in particular reference to the transactional processes covered within the programme.
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Consider the following protected characteristics. What are the likely impacts for the group or community?

List any positive and/or negative impacts.

Protected characteristic	Positive and/or negative impacts
Race: relating to people from different racial groups, ethnic or national origins, ethnic minorities, including gypsy travellers and migrant workers	The programme is neutral in respect of race.
Gender: specific to women and/or men	The programme is neutral in respect of gender.
Disability: relating to people with either mental or physical disability	The programme is neutral in respect of disability.
Age: relating to different age groups e.g. older people or children and young people	The programme is neutral in respect of age.
Religion or Belief: relating to a person's religion or belief (including non-belief)	The programme is neutral in respect of religion or belief.
Sexual orientation: relating to whether a person is lesbian, gay, bi-sexual, heterosexual	The programme is neutral in respect of sexual orientation.
Marriage and civil partnership: relating to people who are married or are in a civil partnership	The programme is neutral in respect of marriage and civil partnership.
Gender reassignment: relating to people who have proposed, started or completed a process to change his or her sex	The programme is neutral in respect of reassignment.
Pregnancy and maternity: relating to the condition of being pregnant or expecting a baby and the period after the birth	The programme is neutral in respect of pregnancy and maternity.

3: Evidence used in developing the policy

Set out the evidence on impacts that you have collected in the development of the policy.

<p>Involvement and consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who was involved, when and how?</p> <p><i>Both equalities legislation and the duty to achieve best value demand effective consultation and engagement.</i></p> <p><i>Therefore, we need evidence of engagement with those groups that are targeted by the introduction of a new policy.</i></p>	<p>The programme has been developed in consultation with our internal subject matter experts and Senior Management within the Council:</p> <ul style="list-style-type: none">HR BoardHR&ODHealth and SafetyProcurementStrategic financeCustomer and support services <p>The programme has been developed in consultation with our external training providers considered as subject matter experts:</p> <ul style="list-style-type: none">Priority Management – modern time managementIn Equilibrium – Stress management <p>The programme has been revised to take into consideration the feedback received from managers participating in the programme from all services across the Council.</p> <p>The programme has been designed in line with best practice regarding the design of online learning.</p> <p>Content has been assessed by our internal customers and feedback provided. Specifically for the eLearning courses.</p> <p>Ongoing evaluation is used to gather ongoing feedback to allow modification and adjustments from all attendees.</p>
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<p>Data and research</p> <p>Please specify what research was carried out or data collected, when and how this was done, and what other available research or data did you use?</p> <p><i>Set out any local or national data that has been used, in the impact assessment including any relevant guidance that has influenced the development of the policy.</i></p>	<ul style="list-style-type: none"> • Feedback had been collated from managers already participating in the existing programme via survey monkey and internal feedback forms following the training delivery. • Managers have also provided informal feedback via email and conversation with the HR&OD team. <p>Feedback has also been conveyed via the relevant group and meetings e.g. SMT's DMT's etc.</p>
<p>Partners' data and research</p> <p>What evidence has been provided by partners? Please specify partners.</p> <p><i>Data and information from partner organisations can help to evidence impacts rather than duplicate efforts to consult and involve relevant groups.</i></p>	<p>None</p>
<p>Gaps and uncertainties</p> <p>Have any gaps or uncertainties been identified in your understanding of the issues or impacts that need to be further explored?</p> <p><i>Few policies are developed in the context of perfect information and understanding of all the issues. This part of the assessment is an opportunity to highlight these gaps and uncertainties.</i></p>	<p>It is acknowledged that the Argyll and Bute manager programme has been designed to be deliberately neutral in respect of the protected characteristics. It is considered that positive promotion of any specific protected characteristic(s) could have an overall negative impact as it could create a perception that the programme is positively biased towards a group/groups of employees, and therefore negatively towards others.</p> <p>Other than that, to the best of our knowledge any gaps or issues identified to date have been incorporated into the revised programme, and feedback will continue to be monitored and any emergent gaps addressed as they arise in the future.</p>

4: Detailed Action Plan to address gaps in evidence and to reduce negative impacts

No	Action	Responsible Officer(s)	Timescale
1			
2			
3			
4			

Note: Please add extra rows as required.

5: Performance monitoring and reporting

Please describe how the policy will be taken forward. This will act as a record for future reviews and the monitoring of the policy.

<p>When is the policy intended to come into effect?</p> <p><i>Insert the date and name of the Committee meeting that will approve the policy.</i></p>	<p>Currently in effect. New forms to be implemented WEF 01 June 2014, approval not required as no material changes to the content of the forms and therefore no changes to the Procedure</p>
<p>When will the policy be reviewed?</p> <p><i>Insert the dates for the planned review of the policy.</i></p>	<p>Full review in accordance with HR Workplan.</p>
<p>Who is responsible for reviewing the policy?</p> <p><i>Insert the job title of the person responsible for reviewing.</i></p>	<p>Carolyn McAlpine and Jennifer Coyle</p>

6: Summary

Name of policy:

This policy will help the council to meet the general equality duty to eliminate discrimination; advance equality of opportunity; and foster good relations by:

Eliminate discrimination State how the policy will eliminate discrimination
Advance equality of opportunity State how the policy will advance equality of opportunity
Foster good relations State how the policy will affect good relations

When completed, the assessment must be signed off by the lead officer and by the relevant Head of Service.

Signed: *Katy Grubb*
Lead Officer

Date: 07/08/17

Signed: 
Head of Service

Date: 08/08/2017

Completed assessments must be sent to: equality@argyll-bute.gov.uk for quality control, recording and publishing on the council's website.