

Equality Impact Assessment Template – Policy, function or strategy

This document should be completed when a new policy, function or strategy is introduced or when a substantive change to an existing policy, function or strategy is recommended.

| | | |
|--|---|---|
| 1. Policy, function or strategy | | |
| a. | Name/description of the policy, function or strategy ¹ | People and Organisational Development (POD) Strategy 2024/26 |
| b. | Responsible organisation(s)/Lead Service | OD, Policy and Communications Service |
| c. | Lead Officer | Morna Rae, Head of OD, Policy and Communications |
| d. | Date of Impact Assessment | 9 January 2024 |
| e. | Partners/other Services involved in the development of the policy, function or strategy | - |
| f. | Is the policy, function or strategy? | <input checked="" type="checkbox"/> New |
| | | <input type="checkbox"/> Reviewed/Revised |
| g. | What is the purpose of the policy, function or strategy (include details of any new legislation which prompted the introduction of the policy, function or strategy or the substantive change to the policy, function or strategy)? | <p>The main purpose of the Strategy 2024/26 is to ensure that the Council can continue to deliver its core objectives, with an engaged and motivated workforce in a climate of financial and resource constraints, alongside increased service delivery demands.</p> <p>The Strategy 2024/26 comprises a number of key workforce and OD priorities arranged across four key themes:</p> <ul style="list-style-type: none"> • OD (Planning for the future); |

¹ Please attach details of the policy, function or strategy to this Template

| | | |
|----|---|---|
| | | <ul style="list-style-type: none"> • Employee Skills Development, Leadership, Succession Planning (Employees are our most valuable resource); • Employer of Choice (Continuous improvement); and • Fairness and Equality (Promoting equality, dignity and respect). |
| h. | What are the intended outcomes of the policy, function or strategy? | The Strategy 2024/26 has been developed with the aim of meeting the challenges the Council will face during the next three years. It aims to ensure that our workforce is positive, motivated and well-managed. |
| i. | Geographical area (Inverclyde-wide or a specific location) | Council-wide |
| j. | Which parts of the Equality Duty will the policy, function or strategy impact on? | X Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by The Equality Act 2010 |
| | | X Advance equality of opportunity between people of different groups |
| | | X Foster good relations between people from different groups |
| k. | Will those who may be directly or indirectly affected by the policy, function or strategy be involved in its development? | Yes, consultation has taken place with the Extended Corporate Management Team (ECMT), Heads of Educational Establishments and Service Managers. Feedback from the Council’s Employee Survey 2022 is also reflected in the Strategy 2024/26. Additionally, consultation on the development of the document took place with the Trade Unions, the Women’s Forum, the Staff Disability Forum and the Workforce Planning and Development Group which has representation from all Directorates of the Council. |

| | | |
|---|------------|-----------|
| 2. Does the policy, function or strategy impact on: | | |
| | Yes | No |
| a. Protected Characteristics under The Equality Act 2010: Age; Care experienced; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion and Belief; Sex; Sexual Orientation (see Section 3) | X | |
| b. Reducing inequalities of outcome caused by socio-economic disadvantage – Fairer Scotland Duty ² (see Section 6) | | X |
| c. Inverclyde Alliance Partnership Plan 2023/33 ³ (see Section 7) | X | |
| d. Council Plan 2023/28 ⁴ (see Section 8) | X | |
| 3. If ‘Yes’ is selected for any part of Section 2, please populate the other relevant Sections of this Template. | | |
| 4. If ‘No’ is selected for <u>every part</u> of Section 2, please state the reasons for this. | | |
| <p>Please sign below and email a copy of this Template to Karen Barclay, Corporate Policy and Performance Officer:</p> <p><u>karen.barclay@inverclyde.gov.uk</u></p> | | |
| Signature: | Date: | |

² [Fairer Scotland Duty: guidance for public bodies](#)
³ [Inverclyde Alliance Partnership Plan 2023/33](#)
⁴ [Council Plan 2023/28](#)

| 3. Impact – Protected Characteristics | | | | | | |
|---|---------------|--------------|---------|---------------|--------------|---|
| Which of the Protected Characteristics will the policy, function or strategy have an impact upon? | | | | | | |
| Protected Characteristic | Impact | | | | | Reasons/Comments |
| | Positive High | Positive Low | Neutral | Negative High | Negative Low | |
| Age | | | | | | |
| Care experienced | | | | | | |
| Disability | | X | | | | The Strategy 2024/26 includes an action for the Council to continue to maintain its <i>Disability Confident Scheme</i> (DCS) Leader status; this action includes the further development of the Staff Disability Forum. |
| Gender Reassignment | | | | | | |
| Marriage and Civil Partnership | | | | | | |
| Pregnancy and Maternity | | | | | | |

Classification : Official

| | | | | | | |
|---|--|---|--|--|--|---|
| Race | | | | | | |
| Religion and Belief | | | | | | |
| Sex | | X | | | | The Strategy 2024/26 includes an action for the Council to maintain its <i>Equally Safe at Work (ESaW)</i> Scheme accreditation. |
| Sexual Orientation | | | | | | |
| Other groups to consider <ul style="list-style-type: none"> • Carers • The Armed Forces Covenant Duty | | X | | | | In 2022, the Council was presented with the Employer Recognition Scheme Gold Award for the second time. The Award is the highest badge of honour for organisations which have signed The Armed Forces Covenant and demonstrated outstanding support for those who serve and have served. The Strategy 2024/26 includes an action to continue to maintain our commitment to The Armed Forces Covenant. |

| | |
|---|---|
| 4. Which parts of the Equality Duty will the policy, function or strategy have an impact upon? | |
| X | Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by The Equality Act 2010 |
| X | Advance equality of opportunity between people from different groups |
| X | Foster good relations between people from different groups |

5. Impact – Groups

From the information you have highlighted above, describe the positive and negative impacts and the groups affected under The Equality Act 2010.

Positive impact

+

(Describe groups affected.)

Disability: The Strategy 2024/26 includes an action to continue to maintain the DCS Leader status and promote and support other organisations in Inverclyde to also achieve that Status. The initiative aims to encourage employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

Sex: The Strategy 2024/26 includes an action for the Council to maintain its ESaW Scheme accreditation. The ESaW programme recognises that employers have a key role to play in tackling the causes of inequality at work. Employers have a role to play in tackling this inequality as it is a necessary step in preventing violence against women, which is an employment issue in itself whether it occurs inside or outside the workplace.

Negative impact

-

(Describe groups affected.)

6. Impact – Fairer Scotland Duty

What impact will the policy, function or strategy have on reducing inequalities of outcome caused by socio-economic disadvantage?

| Positive impact + | Neutral impact = | Negative impact - |
|--|---------------------|----------------------|
| | = | |
| <p>Briefly describe how the policy, function or strategy will impact on reducing inequalities of outcome.</p> | | |

7. Impact – Inverclyde Alliance Partnership Plan 2023/33

Which Themes from the Inverclyde Alliance Partnership Plan 2023/33 will the policy, function or strategy impact on?

| | |
|---|---|
| □ | <p>Theme 1: Empowered people</p> <ul style="list-style-type: none"> • Communities can have their voices heard, and influence the places and services that affect them • Gaps in outcomes linked to poverty are reduced |
| X | <p>Theme 2: Working people</p> <ul style="list-style-type: none"> • More people will be in sustained employment, with fair pay and conditions • Poverty related gaps are addressed, so young people can have the skills for learning, life and work • Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs |
| □ | <p>Theme 3: Healthy people and places</p> <ul style="list-style-type: none"> • People live longer and healthier lives • Supportive systems are in place to prevent alcohol and drug misuse |

| | |
|--------------------------|--|
| | <ul style="list-style-type: none"> • Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change |
| <input type="checkbox"/> | <p>Theme 4: A supportive place</p> <ul style="list-style-type: none"> • Vulnerable adults and children are protected and supported, ensuring they can live safely and independently • We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery • Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm |
| <input type="checkbox"/> | <p>Theme 5: A thriving place</p> <ul style="list-style-type: none"> • Growth in our working age population by encouraging people to stay here, and attracting new people to settle here • Development of strong community-based services that respond to local need • Homes are energy efficient and fuel poverty is reduced • Increased use of active travel and sustainable transport options • Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities |

Briefly describe how the policy, function or strategy will impact on the Inverclyde Alliance Partnership Plan 2023/22 Themes.

Theme 2: Delivery of this Theme will be supported by the implementation of actions grouped around the following Outcome which forms part of the Strategy 2024/26:

- To enhance our reputation as an employer of choice and as a local leader on innovative and modern employment practices, attract future and retain existing employees by promoting Inverclyde Council as a great place to live and work.

8. Impact – Council Plan 2023/28

Which Themes from the Council Plan 2023/28 will the policy, function or strategy impact on?

| | |
|--------------------------|--|
| <input type="checkbox"/> | <p>Theme 1: People</p> <ul style="list-style-type: none"> • Our young people have the best start in life through high quality support and education • Gaps in outcomes linked to poverty are reduced • People are supported to improve their health and wellbeing • More people will be in employment, with fair pay and conditions |
|--------------------------|--|

| | |
|---|--|
| | <ul style="list-style-type: none">• Our most vulnerable families and residents are safeguarded and supported |
| □ | Theme 2: Place <ul style="list-style-type: none">• Communities are thriving, growing and sustainable• Our strategic housing function is robust• Our economy and skills base are developed• We have a sufficient supply of business premises• Our natural environment is protected |
| X | Theme 3: Performance <ul style="list-style-type: none">• High quality and innovative services are provided, giving value for money• Our employees are supported and developed |

Briefly describe how the policy, function or strategy will impact on the Council Plan 2023/28 Themes.

Theme 3: Delivery of this Theme will be supported by the implementation of actions grouped around the following Outcomes which form part of the Strategy 2024/26:

- Excellence in people and performance management and organisational design. To continue to identify current and future workforce challenges and solutions.
- Ensuring our employees are sufficiently trained, qualified and experienced and our leaders are developed to lead, motivate and inspire to deliver quality services which meet service demands.

9. Evidence

What evidence do you have to help identify any potential impacts of the policy, function or strategy?

Note: Evidence could include information from consultations, surveys, the Citizens’ Panel, focus groups, interviews, projects, user feedback, complaints, Officers’ knowledge and experience, equalities monitoring data, publications, research, reports, and local and national groups.

| Evidence | Details |
|---|---|
| Consultation/engagement (including any carried out while developing the policy, function or strategy) | Consultation took place with a number of stakeholders including the ECMT, Heads of Educational Establishments and Service Managers, the Trade Unions, the Women’s Forum, the Staff Disability Forum and the Workforce Planning and Development Group which has representation from all Directorates of the Council; the views of these stakeholders informed the development of the Strategy 2024/26. Feedback from the Council’s Employee Survey 2022 is also reflected in the Strategy 2024/26. |
| Research | |
| Officers’ knowledge and experience (including feedback from frontline staff) | The Strategy 2024/26 is informed by the Workforce Information Activity Report which provides statistical analysis on a number of topics including absence, employee numbers, training and the causes of accidents. |
| Equalities monitoring data | |
| User feedback (including complaints) | |

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| Stakeholders Other | |
| Are there information gaps and, if so, what are these? | |

10. Consequences of Analysis

What steps will you take in response to the findings of your analysis? Please select at least one of the following and provide a brief explanation.

| | | | |
|----|--|--------------------------|---|
| a. | Continue development with no changes | X | While an Action Plan will be developed to support delivery of the Strategy 2024/26, at this stage it is not anticipated that any changes will be required to the Strategy itself. |
| b. | Continue development with minor alterations | <input type="checkbox"/> | |
| c. | Continue development with major changes | <input type="checkbox"/> | |
| d. | Discontinue development and consider alternatives (where relevant) | <input type="checkbox"/> | |

How will the effect of the policy, function or strategy be monitored following implementation?

An Action Plan will be developed in consultation with Council Services and the Trade Unions to ensure that the Strategy 2024/26 supports the delivery and achievement of key service priorities and outcomes. Progress reports on the delivery of the Action Plan will be submitted to the CMT, while updates on key developments will be submitted to Policy and Resources Committee.

When is the policy, function or strategy due to be implemented?

During 2024/26.

When will the policy, function or strategy be reviewed?

The Strategy 2024/26 will be reviewed regularly to ensure the most important actions are addressed. Adjustments may be also made in response to changing service delivery priorities and/or external pressures.

What resources are available for the implementation of the policy, function or strategy? Have these resources changed?

No additional costs have been identified as the delivery of actions in the Strategy 2024/26 will be achieved within Service budgets.

11. Please use the space below to detail any other matters arising from the Equality Impact Assessment process, including what action could be taken to mitigate the impact of the policy, function or strategy.

| Details of the Person(s) who completed the Assessment: | |
|---|---|
| Name: | Morna Rae; Karen Barclay |
| Position: | Head of OD, Policy and Communications; Corporate Policy and Performance Officer |
| Date: | 10 January 2024 |
| Authorised by: | |
| Name: | Ruth Binks |
| Position: | Corporate Director – Education, Communities and OD |
| Date: | 10 January 2024 |

Please send a copy of the completed Template to Karen Barclay, Corporate Policy and Performance Officer at karen.barclay@inverclyde.gov.uk.