

Equality Impact Assessment Toolkit – Initial Screening																																												
Stage 1		IDENTIFY POLICY AIMS & NEED FOR EIA																																										
Title of Policy		<i>Human Resources Strategy 2012-2015</i>																																										
Is this a new policy or changes to an existing policy?		<i>New strategy</i>																																										
Officer(S) responsible for carrying out EIA process		Senior HR Adviser																																										
What are the Aims and objectives of the policy?		To outline <ul style="list-style-type: none"> - the vision for Human Resources - the key strategic Human Resources Objectives - how the strategic objectives will be delivered 																																										
Which protected characteristic(s), if any, will be affected by this policy?		<table border="1"> <thead> <tr> <th>Protected characteristic</th> <th>Yes</th> <th>No</th> <th>Don't Know</th> </tr> </thead> <tbody> <tr> <td>Age</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Disability</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Gender Reassignment</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Marriage / Civil Partnership</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Pregnancy / maternity</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Race</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Religion or belief</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Sex</td> <td>x</td> <td></td> <td></td> </tr> <tr> <td>Sexual orientation</td> <td>x</td> <td></td> <td></td> </tr> </tbody> </table> <p>All should be effected in a positive manner. If the strategy is delivered in line with good practice there should be no adverse impact on any specific group. However, further research should be undertaken to establish if staff feel they could be impacted upon due to this strategy</p>			Protected characteristic	Yes	No	Don't Know	Age	x			Disability	x			Gender Reassignment	x			Marriage / Civil Partnership	x			Pregnancy / maternity	x			Race	x			Religion or belief	x			Sex	x			Sexual orientation	x		
Protected characteristic	Yes	No	Don't Know																																									
Age	x																																											
Disability	x																																											
Gender Reassignment	x																																											
Marriage / Civil Partnership	x																																											
Pregnancy / maternity	x																																											
Race	x																																											
Religion or belief	x																																											
Sex	x																																											
Sexual orientation	x																																											
<p>COMPLETION OF STAGE 1 & INITIAL SCREENING PROCESS</p> <p>If the policy (guidance, procedures, etc) will affect or impact negatively on any protected characteristic under the Equality Act 2010, you should continue on and complete the full EIA template.</p> <p>If there is no direct impact on any of the protected characteristics, this form should be signed below by the responsible officer to confirm a full EIA is not required. The form should then be authorised by a Senior Manager.</p>																																												
Date of Initial Assessment		March 2012																																										
This policy will have no impact on people from any of the protected characteristics above and a full Equality Impact Assessment is not required.		Name: Position: Date:																																										
Authorised By (Senior Manager):		Name:																																										

Full Equality Impact Assessment																																																																																																															
Stage 2	COLLECT DATA AND CONSULT TO INFORM THE EIA																																																																																																														
What do we already know about these groups?	<p>Currently we only record equalities data for our employees on gender, ethnic origin, disability and age. Our staffing profile as at 31/03/2012 was as follows:</p> <table border="1"> <thead> <tr> <th>GRADE</th> <th>TOTAL</th> <th>MALE</th> <th>FEMALE</th> <th>DISABLED</th> <th>ETHNIC MINORITY</th> </tr> </thead> <tbody> <tr><td>Grade 1</td><td>94</td><td>6</td><td>88</td><td>1</td><td></td></tr> <tr><td>Grade 2</td><td>13</td><td>1</td><td>12</td><td></td><td></td></tr> <tr><td>Grade 3</td><td>33</td><td>4</td><td>29</td><td>1</td><td></td></tr> <tr><td>SG B1/B3</td><td>4</td><td>1</td><td>3</td><td></td><td></td></tr> <tr><td>Grade 4</td><td>4</td><td>1</td><td>3</td><td></td><td></td></tr> <tr><td>Grade 5</td><td>27</td><td>4</td><td>23</td><td></td><td></td></tr> <tr><td>Inspectors</td><td>261</td><td>46</td><td>215</td><td>11</td><td>3</td></tr> <tr><td>Grade 6</td><td>5</td><td>1</td><td>4</td><td></td><td></td></tr> <tr><td>Grade 7</td><td>24</td><td>3</td><td>21</td><td>1</td><td></td></tr> <tr><td>Grade 8</td><td>38</td><td>13</td><td>25</td><td></td><td>1</td></tr> <tr><td>Grade 9</td><td>9</td><td>3</td><td>6</td><td></td><td></td></tr> <tr><td>Grade 10</td><td>8</td><td>2</td><td>6</td><td></td><td></td></tr> <tr><td>SB C2</td><td>21</td><td>7</td><td>14</td><td></td><td></td></tr> <tr><td>Grade 11+</td><td>5</td><td>2</td><td>3</td><td></td><td></td></tr> <tr> <td>TOTALS</td> <td>546</td> <td>94 (17.2%)</td> <td>452 (82.8%)</td> <td>14 (2.6%)</td> <td>4 (0.7%)</td> </tr> </tbody> </table> <p>Our age profile as at 31/03/2012 is:</p> <table border="1"> <thead> <tr> <th>Under 21</th> <th>21-29</th> <th>30-39</th> <th>40-49</th> <th>50-59</th> <th>60-65</th> <th>Over 65</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>25</td> <td>54</td> <td>205</td> <td>229</td> <td>28</td> <td>2</td> </tr> </tbody> </table> <p>HR undertake an analysis of all equalities data for both our workforce and applicants on an annual basis. The Equalities & Human Rights Committee (EHRC) has recommended that the 2011 Census categories are used for future monitoring purposes as these include the new and revised categories. Therefore when the 2011 results are released, we will update our reporting categories to include all of the “protected characteristics” to ensure we comply with our duties under the Equality Act 2010.</p>	GRADE	TOTAL	MALE	FEMALE	DISABLED	ETHNIC MINORITY	Grade 1	94	6	88	1		Grade 2	13	1	12			Grade 3	33	4	29	1		SG B1/B3	4	1	3			Grade 4	4	1	3			Grade 5	27	4	23			Inspectors	261	46	215	11	3	Grade 6	5	1	4			Grade 7	24	3	21	1		Grade 8	38	13	25		1	Grade 9	9	3	6			Grade 10	8	2	6			SB C2	21	7	14			Grade 11+	5	2	3			TOTALS	546	94 (17.2%)	452 (82.8%)	14 (2.6%)	4 (0.7%)	Under 21	21-29	30-39	40-49	50-59	60-65	Over 65	3	25	54	205	229	28	2
GRADE	TOTAL	MALE	FEMALE	DISABLED	ETHNIC MINORITY																																																																																																										
Grade 1	94	6	88	1																																																																																																											
Grade 2	13	1	12																																																																																																												
Grade 3	33	4	29	1																																																																																																											
SG B1/B3	4	1	3																																																																																																												
Grade 4	4	1	3																																																																																																												
Grade 5	27	4	23																																																																																																												
Inspectors	261	46	215	11	3																																																																																																										
Grade 6	5	1	4																																																																																																												
Grade 7	24	3	21	1																																																																																																											
Grade 8	38	13	25		1																																																																																																										
Grade 9	9	3	6																																																																																																												
Grade 10	8	2	6																																																																																																												
SB C2	21	7	14																																																																																																												
Grade 11+	5	2	3																																																																																																												
TOTALS	546	94 (17.2%)	452 (82.8%)	14 (2.6%)	4 (0.7%)																																																																																																										
Under 21	21-29	30-39	40-49	50-59	60-65	Over 65																																																																																																									
3	25	54	205	229	28	2																																																																																																									
Where are the gaps?	<p>All of the areas of work within HR are underpinned by our particular responsibilities as an employer to demonstrate a commitment to fully realising equality of opportunity for our own staff, ensuring that all of our activities are linked to the Care Inspectorate’s Single Equality and Diversity Scheme (once developed) and to meeting the standards and expected of us by</p>																																																																																																														

	<p>regulatory organisations such as the Equalities and Human Rights Commission.</p> <p>In the interests of best practice staff will be consulted on relevant sections within the overarching strategy to establish views on whether they could be adversely affected and how.</p>
<p>What involvement or consultation have the Care Inspectorate carried out and what are the results?</p>	<ul style="list-style-type: none"> • Staff survey • Consultation with Resources Directorate Management Team and Partnership Forum • Consultation also took place with Executive team prior to submission to Resources Committee on 20 March 2012.
<p>What changes did those consulted with suggest?</p>	<ul style="list-style-type: none"> • Resources Committee – a few additions/amendments, two additional activities • Partnership Forum – general queries/comments from RCN only which were in relation to understanding HR terminology and further clarification on some HR processes – comments were not equalities related • Resources Management Team – no comments • Staff Survey – majority of comments received were positive particularly in relation to Equalities. Again few general queries in relation to understanding HR terminology, however 92.5% of those who responded confirmed that the strategy does help them to understand what HR aim to achieve over the next three years.

Stage 3	OUTCOME OF CONSULTATION AND INVOLVEMENT
<p>Set out what changes or improvements have been made to the policy as a result of the consultation / involvement activities.</p> <p>What impact will the changes have?</p>	<ul style="list-style-type: none"> • Additional activities included under strategic objectives. • Examples of comparable organisations for benchmarking purposes provided • Clearer statement about quarterly surgeries <p>The changes should assist in ensuring the HR strategy helps both managers and employees understand what HR aim to achieve over the next three years.</p>
<p>Set out what suggested changes or improvements have not been made and</p>	<ul style="list-style-type: none"> • Explanation of what an integrated payroll and HR management system requested – separate response provided, not appropriate to go into this level of detail

<p>why.</p>	<p>within a strategy.</p> <ul style="list-style-type: none"> • Disappointment that JEGS will be used for Job Evaluations particularly for members of health team – JEGS already approved by ET and Partnership Forum. • Queries about how the job profiles will be develop, more detail on support for managers in developing and monitoring performance – not relevant to include this level of detail in a strategy • Comments about jargon used but no further explanation of what jargon they think should be changed therefore no changes made. • View that strategy reads like an HR job description and it doesn't have a vision or objectives – vision and objectives are clearly stated under sections 3 and 4.
--------------------	--

<p>Stage 4</p>	<p>MONITORING, APPROVAL and PUBLICATION</p>
<p>How will the policy, practice or procedure and its accompanying EIA be approved and published?</p>	<ul style="list-style-type: none"> • Resources Committee initially on 20 March 2012 • EIA and consultation carried out in April • Report to the Executive Team on 30/05/2012, once approved HR Strategy and EIA will be published on intranet and internet.
<p>Set out how the policy will be monitored and reviewed to regularly check if the effect on any protected characteristic has changed?</p>	<p>Monitoring and review arrangements are set out in section 6 of the strategy</p>

Date EIA Completed: 16/05/2012

Name of Project Manager: Marnie Westwood

Job Title: Senior HR Adviser