

EQUALITY IMPACT ASSESSMENT WORKBOOK



Department:	HR
Corporate Document(s) this Equality Impact Assessment Relates to:	Capability (Police Staff) Joint Procedure
Associated Documents:	Joint Performance Management of Police Staff Policy

Equality Impact Assessment	
Developed By	Rebecca Newman
Part One Initial Assessment Approved By	T/DCC Hall
Part Two Full Assessment Approved By	N/A
Date Published:	09/09/2013
Review Date:	01/02/2016
Version Control:	2

Date Reviewed	Name and Job Title of Reviewer

PART ONE

INITIAL EQUALITY IMPACT ASSESSMENT AND SIGNIFICANCE TEST

The Initial Equality Impact Assessment and Significance Test templates should be completed prior to seeking authority to proceed with the development of the following documents:

- Strategies
- Plans, including Contingency Plans
- Project Initiation Documents
- Policies and Procedures

The Initial Equality Impact Assessment and Significance Test grading will always be agreed by three people. This will give integrity and consistency to the process and will draw on the experience, knowledge and common sense judgement of more than a single individual. The following will usually be the posts involved in the process;

Policy and Procedure

- Policy or Procedure Owner or Holder
- Policy Officer
- Diversity Officer

Other Corporate Documents

- Corporate Document Owner
- Corporate Document Developer
- Diversity Officer

Advice on the types of information available to assist in the completion of the templates can be obtained from the Policy or Diversity Units.

It is recognised that there will be occasions when the knowledge and experience of the staff members involved in the Equality Impact Assessment process will be such that there may not be a need to undertake any initial research or consultation in order to complete the Initial Equality Impact Assessment. This is acceptable provided that the reasons are accurately recorded in the workbook.

INITIAL EQUALITY IMPACT ASSESSMENT TEMPLATE

1.1 Summarise the main aim(s) or purpose of the corporate document.

Main aim(s) or purpose, including any benefits or outcomes	Date
<p>Aim:</p> <ul style="list-style-type: none"> • To provide accurate and clear guidance on formal performance/attendance management procedures for staff and line managers <p>Benefits:</p> <ul style="list-style-type: none"> • <u>Line Managers</u>: information on their role within the procedure, how to manage the process • <u>All Staff</u>: guidance on the stages involved in the process, entitlements to accompaniment and timescales involved, • <u>HR department</u>: clearly outlines the procedure and their role within it. HR staff can use this information to provide guidance to line managers and staff involved in the process, and to demonstrate Force policy when required externally (i.e. ET claims) <p>Outcomes:</p> <ul style="list-style-type: none"> • Consistent application of formal performance/attendance management procedures throughout the Constabularies • Clear guidance for line managers to follow • Clear guidance for individuals to be aware of their rights and responsibilities • Clear guidance on responsibilities during the capability procedure 	

1.2 Identify individuals and organisations internally and externally that are likely to have an interest in, or be affected by, the corporate document. Where a review is being undertaken, if appropriate, highlight any changes to who might have an interest in the document.

Interested individuals and organisations	Date
Internal	
<ul style="list-style-type: none"> • Police Officers (if managing police staff) • Police Staff • Line Management • UNISON • Commanders/Dept Heads • PCC • HR Department • ACPO 	
External	
<ul style="list-style-type: none"> • Service Users/Customers – Making the formal performance/attendance management procedure clear and consistent may reduce performance/attendance issues occurring within the Constabularies, with issues being addressed rather than being allowed to continue. This could 	

<p>lead to increased staff productivity, improved morale within departments, impacting upon service provided to customers (who may also be potential recruits).</p> <ul style="list-style-type: none"> Members of the public – reduced performance/attendance issues within the workplace will reduce negative publicity from employment tribunals, etc, and lead to fewer complaints about police staff behaviour from members of the public. 	
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1.3 Who implements the corporate document and who is responsible for the corporate document?

This includes shared documents, documents that affect contractors or other public or private bodies: for example Group 4 Security, Multi Agency Protocol or PFI.

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| <ul style="list-style-type: none"> The HR Department is responsible for the development, review and implementation of the Capability Procedure HR Advisors, PSD, Line Managers, Commanders/Dept Heads, and members of the Executive implement the policy. |
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1.4 What factors could contribute or detract from the outcomes?

Inconsistent application of the Capability Procedure will affect the outcomes outlined above.

1.5 Are there any concerns that the corporate document could have a differential impact on any of the following groups and is there evidence to support this?

Group	Yes	No	Evidence	Date
Age		X		
Disability		X		
Gender reassignment		X		
Marriage and civil partnership		X		
Pregnancy and maternity		X		
Race		X		

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Religion or belief		X		
Sex		X		
Sexual orientation		X		
Family Status e.g. dependants or caring responsibilities		X		
Economic Status		X		

1.6 Could the differential impact identified in 1.5 above amount to there being potential for adverse impact and, if so, can this be justified on any of the following grounds:

- promoting good relations between diverse communities;
- promoting equality of opportunity;
- eliminating unlawful discrimination;
- eliminating unlawful harassment;
- encouraging participation in public life;
- addressing the specific needs of disabled people.

	Yes	No	Reason	Date
Is there potential for adverse impact?		X		
Can this adverse impact be justified?				

SIGNIFICANCE OF INITIAL EQUALITY IMPACT ASSESSMENT

Based on the information provided in the Initial Equality Impact Assessment template, assess the significance of the impact as either Low, Medium or High.

Guide to assessing significance:

Low – where the answer in respect of all eleven groups in 1.5 above is ‘no’;

Medium – where the answer in respect of between one and four groups in 1.5 above is ‘yes’. However, if the likely adverse impact on any or all of those groups

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is considered to be particularly significant, it may be appropriate to classify the significance as High;

High – where the answer in respect of between five and eleven groups in 1.5 above is ‘yes’ or where the likely adverse impact on one or more groups is considered particularly significant.

Low: No further assessment required and review every three years.	X
Medium: Requires Full Equality Impact Assessment and relevant consultation in year one and bi-annual review.	
High: Requires Full Equality Impact Assessment and relevant consultation in year one and annual review.	

Equality Impact Assessment - Low Significance

Those corporate documents identified as having a low significance will be developed without the need to complete a Full Equality Impact Assessment. However, if during the course of the corporate document process equality issues are identified then the Initial Impact Assessment and Significance Test should be repeated.

Equality Impact Assessment – Medium and High Significance

The Full Equality Impact Assessment process will commence when approval has been given to develop the corporate document.

The Initial Equality Impact Assessment Template and Significance of Initial Equality Impact Assessment were completed by:

Name: Rebecca Newman
Position: HR Manager (Policy & Reward)
Date: 21 January 2013

Name: Abraham Eshetu
Position: Diversity Manager (Norfolk)
Date: 6 March 2013

Name: T/DCC Hall
Position: T/DCC
Date: 19 September 2013

PART TWO**FULL EQUALITY IMPACT ASSESSMENT**

All questions should be considered from the perspective of all diversity strands, i.e. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation and from the perspective of family status e.g. dependants or caring responsibilities and economic status.

2.1 Research

1. What monitoring arrangements are in place? (With new corporate documents there may be no arrangements in place, in which case go to question 2)	
2. What quantitative data has been considered?	
3. What qualitative information has been considered?	
4. Is there a public concern regarding the subject of the corporate document? If so, describe how these concerns have been identified	
5. Provide details of any changes in legislation or national guidance affecting the corporate document	
6. Summarise the findings	
7. Have gaps in the research or data been identified?	
8. Has the corporate	

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document been amended in light of the research findings?	
9. Outline any plans for further research or data collection	

2.2 Consultation

10. Which individuals and organisations internally and externally were consulted or involved and how were they consulted or involved?	
11. Have consultees been informed of the results of consultation or involvement and by what means?	
12. Summarise the key findings or outcomes of the consultation or involvement	
13. Has the corporate document been amended in light of the consultation or involvement?	
14. Is there a need for further consultation?	
The results of consultation should be recorded in Appendix A	

2.3 Equality Analysis and Review

15. Is there any evidence that the corporate document could be perceived as discriminatory or could damage good relations between people of different groups?	
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16. What might the negative implications of the corporate document be for the public or Constabulary staff?	
17. What might the positive implications of the corporate document be for the public or Constabulary staff?	
18. Is there any evidence that the corporate document has an adverse impact, directly or indirectly, on any members of the public or Constabulary staff?	
19. What changes, if any, have been made to the corporate document as a result of the Equality Impact Assessment to reduce adverse impact?	
20. What changes, if any, were considered but not implemented?	
21. If the potential remains for the corporate document to have a negative impact on members of one or more groups, explain why implementation is to continue and can this be justified?	
22. If your assessment is that the corporate document is likely to have an adverse impact is there an alternative means of achieving the document's aim, objective or outcome?	

23. What changes, if any, need to be made in order to minimise unjustifiable adverse impact?	
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2.4 Monitoring

24. What arrangements have been made to monitor the corporate document? Please identify monitoring review dates	
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2.5 Summary

25. Please provide a summary of the findings of the Equality Impact Assessment against the corporate document under each of the eleven diversity strands. This summary will be used by the Constabulary to inform the public and will become a public document.	
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PART THREE

FINAL APPROVAL AND SIGN OFF

Assessment completed by:

Name:

Position:

Date

Signed by Corporate Document Holder:

I am satisfied that [Name of Corporate Document) has been fully Equality Impact Assessed.

Name:

Position:

Date:

Appendix A: Equality Impact Assessment Consultation Record

Consultee	Comment	Action
Suffolk Police Authority Chief Executive	Para 9.6 I believe it should be the person conducting the hearing of the appeal rather than the HR advisor who should determine whether the appeal is held by way of a rehearing or not etc. If necessary representations should be made in appropriate circumstances by the parties. Whilst HR advice can be taken I would not want that decision taken for me if I were conducting such a hearing.	For consistency this decision will always be taken by the HR Department. No action required.
Norfolk Diversity Unit	Accompaniment at 2.6 - does this contradict what is said in the Performance Management Policy?	No. The individual has the right to be accompanied at any stage of the formal Capability procedure, and requests for accompaniment to informal performance meetings will be considered. No change required.
	7.2 talks about digital recordings being declared by all parties and HR will retain all recordings – not sure if UNISON would agree to this. Can we force UNISON to hand over any recordings they make and in the spirit of transparency why would we want to?	This element of the policy has already been agreed with UNISON. No action required.
	General Comment: The policy talks about getting advice but there is no mention of Staff Support Networks, VPD, Occupational Health, Diversity Team, GAY Liaison Officers, Diversity Liaison Officers etc.	Staff may seek support from a variety of sources. It would not be appropriate to provide a finite list of these. The support outlined in the policy relates to support provided by the line manager to achieve the performance required. No action required.
	General Comment: With regard to the	This policy relates

	<p>Protected Characteristics there is no explanation of what they are and how they fit into the Equality Act although the act is quoted. We know from experience that some of our staff have no idea about this. I worry that if a member of staff has say a mental ill health issue or is about to undergo IVF or gender reassignment surgery some Managers would struggle to understand the implications under the Equality Act.</p>	<p>specifically to the performance management of police staff. The Equality Act is raised in relation to the issue of disability specifically. This policy is not the appropriate platform to discuss all aspects of protected characteristics under the Equality Act. There is a separate policy on both gender reassignment and sickness management. No action required.</p>
Suffolk Diversity Unit	<p>Generally no diversity issues with the processes except that near the beginning of the procedure (possibly in section 2) there needs to be a general statement on the lines of: "Throughout this procedure, consideration should be given to any reasonable adjustments that may be needed if any person with a disability is involved."</p> <p>This could apply at any stage of the process and the sort of issues that could arise may include:</p> <ul style="list-style-type: none"> • ensuring any notices are in a suitable format; • any interviews, hearings, meetings or other meetings are arranged so that any person attending there is consideration to access needs and positioning within the meeting room; • provision of any facilities for people with hearing and/or visual impairments. <p>The above are only some examples.</p>	<p>Policy amended as requested.</p>
Suffolk Diversity Unit (continued)	<p>Paragraph 4.3: The wording should be similar to that in 9.15</p>	<p>Policy amended as requested.</p>