

EQUALITY IMPACT ASSESSMENT WORKBOOK



Department:	HR
Corporate Document(s) this Equality Impact Assessment Relates to:	Flexible Working Joint Policy
Associated Documents:	

Equality Impact Assessment	
Developed By	Rebecca Newman
Part One Initial Assessment Approved By	Abraham Eshetu
Part Two Full Assessment Approved By	
Date Published:	24 th September 2014
Review Date:	24 th September 2016
Version Control:	V1

Date Reviewed	Name and Job Title of Reviewer
[Insert date]	[Insert name and job title]

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>Aims:</p> <ul style="list-style-type: none"> • To enable all staff to request flexible working without fear of recrimination and for concerns to be addressed in a fair and timely manner. • To ensure that all requests are fully considered with appropriate measures taken as preventative action. <p>Benefits:</p> <ul style="list-style-type: none"> • All members of staff, officers, management and Force Executive– by clear guidance on how to deal with requests for flexible working and entitlements • First Contacts, UNISON and Staff Association Members – by defining roles and signposting individuals who wish to use the policy • The Constabularies – by applications dealt with quickly and effectively at all levels. <p>Outcomes:</p> <ul style="list-style-type: none"> • Clear guidance for individuals to be aware of their entitlements and the procedure for making a request for flexible working • To have a robust well publicised system that allows all staff to have confidence that flexible working requests will be properly addressed and considered in a fair and timely manner, without fear of reprisals • Consistent approach to flexible working • Clear guidance for line managers to follow • Clear guidance on responsibilities 	

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 • Police Staff • Line Management • Commanders/Dept Heads • PCC • HR Department • Staff Network Groups • Staff Associations and UNISON 	
External	
<ul style="list-style-type: none"> • Service Users/Customers – Dealing with flexible working requests effectively and quickly will increase staff productivity through improved morale and confidence, impacting upon service provided to customers (who 	

- | | |
|---|--|
| <ul style="list-style-type: none"> may also be potential recruits). Ex-members of staff and ex-officers – providing an environment which treats flexible working favourably and fairly will promote the Constabularies as good employers in the labour marketplace. | |
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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 policy HR department, 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?

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| <p>When the guidance and procedures outlined in this policy are not followed correctly, leading to:</p> <ul style="list-style-type: none"> inconsistent treatment of staff loss of morale/productivity claims of unfair treatment by those with the statutory right to request flexible working which could lead to claims to an employment tribunal |
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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’;

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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 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 Manger
Date: 21 January 2013

Name: Gareth Wilson /Charlie Hall
Position: DCC Suffolk / DCC Norfolk
Date: 4 September 2014 / 1st May 2014

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
Norfolk Supt Assoc	<p>One of the problems encountered by part time staff or staff working flexible arrangements is the extent to which they are placed under additional pressures by supervisors and managers failing to take into account these arrangements in the allocation of work or expectation of workflow and delivery.</p> <p>The policy would be stronger with guidance on the responsibilities of line manager and supervisors to satisfy themselves that undue pressures are not present subsequent to the agreement and reviewed at regular intervals.</p>	<p>Police officers will always be subject to the demands of the service, regardless of whether a flexible working arrangement is in place. This point is appreciated, however both individuals and line managers have responsibility to ensure that the flexible working arrangement meets the needs of the business.</p>
Norfolk IAG	<p>Clearly written and accessible. There is no obvious reason for it to have any differential and/or adverse impact.</p> <p>Presentation would be better by separating the Index from the General principles section.</p>	No action required.
	<p>Point 1.3 This may be a definitive list but would prefer the section finished after 'promote good relations'.</p>	No action required.
Suffolk Diversity Champion (Gender)	<p>I may have missed it but I cannot see the below guidelines which we are currently using when reviewing FWA:</p> <p>Flexible Working Guidelines – Employees and Managers</p> <p>While each request for flexible working will be considered on its own merits the following are guidelines which need to be carefully considered:</p> <ul style="list-style-type: none"> • Ideally, but not necessarily exclusively, shifts should be forward rotating (i.e. morning – afternoon – night) in consecutive duties. 	<p>These are local guidelines specific to a particular department, and it would not be appropriate to include them in the policy. Policy amended on recommendation of RMU to include consideration of local working guidelines in determining whether application should be approved.</p>

Suffolk Diversity Champion (Gender) cont.	<ul style="list-style-type: none"> • Where possible, shifts and rest days will mirror the normal working pattern. For part time hours, free days should ideally be placed on shifts within the working pattern. • There must be 11 hours between shifts. • Where possible ordinary shift length should mirror the normal working pattern of the department/team, (i.e. an 8 hour pattern should stay within a maximum of 8 hours). Exceptional circumstances will be considered. • Every effort should be made to achieve proportionate shift balance (i.e. days, lates, weekends – pro-rata for part time hours). • Other than in exceptional circumstances shifts should be rostered within the working day currently 7.00am – 7.00am. • Shifts must commence on the hour or half hour e.g. 0800 hours, 0830 hours. • STAFF ONLY <ul style="list-style-type: none"> ▪ 6 hour shift or less – no meal break is required. ▪ 6.5 – 8.5 hour shift – 30 minute break is required. <p>9 – 10 hour shift – 60 minute break is required.</p>	
	Where you refer to Line Manager do we need to be clear and say e.g. Inspector?	The term 'line manager' means the person who has PDR responsibility for that individual.
Norfolk Police Federation	We have difficulty in understanding why 'part-time working has be subsumed into 'flexible working' . We accept a part-time worker can also request flexible working as can a Full time officer, but part-time working is covered by Police Regulations and is an entity in its own right . This particular issue needs to be resolved.	Whilst part time working is specifically covered in Police Regulations, the procedure for applying for and considering part time working is the same as any other flexible working arrangement, therefore no separate

		policy is required. There is a separate appendix on part time working to discuss the issues specific to this subject. No action required.
	In addition as a general comment, the aspirational content of this FPD is commendable but we find that middle and senior management interpret and apply these principles in differing ways. If they do not read and understand it and more importantly buy into it, it will be a worthless document.	No action required.
	Paragraph 4.6: in the first line the word 'either' should be removed to make sense of the sentence.	Change implemented as requested.
	Paragraph 5.1: Appeals – what has happened to the previous arrangement/policy whereby the Head of HR had the final decision?. This was implemented as, apparently necessary to ensure the corporate overview and consistency rather than the 'silo' decision making on district.	Unchanged from previous policy – DHR will make decision where there are conflicting views. No action required.
	Page 10 we would like to see an additional para 6.3 'During any such submission as per 6.2 the current FWA will continue.	Not practical in all circumstances due to operational demands. No action required.
Suffolk Diversity Unit	Responded with no comments	No action Required
The Office of the PCC (Suffolk)		