

## Appendix 1a

### Initial Service Equality Impact Assessment

#### Stage One

This document is designed to identify if the service in question is discriminatory against any particular social group.

|                                      |   |
|--------------------------------------|---|
| <b>Name of service</b>               | <b>Human Resources and Organisational Development</b> |
| <b>Manager completing Assessment</b> | <b>Lindsey Stafford Scott</b>                         |
| <b>Date of EIA</b>                   | <b>6<sup>th</sup> April 2009</b>                      |

#### Part 1

##### About the service, strategy, policy, procedure or working practice

###### **1. What are the main functions of your service?**

To manage the provision of an effective and efficient strategic human resources function, promoting best practice and consistency across Six Town Housing, responding creatively and flexibly to the changing needs of the business.

To assist the Chief Executive, Directors and Managers in the development and implementation of leading edge HR and Organisational development strategies that enable and facilitate the achievement of required organisational objectives and cultural change.

To plan the effective people resourcing of Six Town Housing to meet future business needs.

To work with Directors and Managers to communicate and promote Six Town Housings corporate vision internally.

Take the lead in promoting equality of opportunity and respect for all.

###### **2. What are the aims, objectives and purpose of the service?**

Carry out a thorough evaluation of all aspects of the learning and development processes and outcomes, ensuring that all activities result in the necessary behaviour changes required to meet business objectives.

In consultation with business managers identify where learning and development needs exist.

Lead all learning and development provision across Six Town Housing, source, interview and select providers of in house training and consultancy.

To develop and implement organisational and cultural change programmes in a way that celebrates individualism and encourages innovation.

To establish a consistent people centered approach to management, which supports the values and culture of Six Town Housing and drives business success.

Develop and implement an integrated HR strategy, which creates a positive and consistent employer brand for Six Town Housing.

Manage the development and implementation of an internal communications strategy for Six Town Housing ensuring the appropriate use of involvement, participation and consultation with staff and any recognised trade unions.

To be responsible for Health and Safety throughout the organisation and to advise Executive and Senior Management accordingly.

**3. Does the service work alongside and have full consideration to Six Town Housings commitments to Equality and Diversity as detailed in the Equality Strategy 2008-2011? (section 1 pages 4-8)**

We are developing and will regularly monitor targets for local PI's relating to age, gender, disability, religion and belief which directly link to corporate BVPI's relating to Race, Disability and Gender e.g. sickness absence, recruitment and retention, training.

We are working with departments to develop departmental targets for all 7 strands working towards a workforce that is reflective of the community. We have also developed a new Recruitment and Selection Code of Practice which uses Equality Action Group panel members and incorporates the use of positive action where necessary.

We are developing a suite of monitoring reports for all 7 strands covering make up of the workforce, grievance, capability, disciplinary, recruitment applications, work life balance, leavers, sickness and training.

We work with under represented groups to encourage job applications and offer training in the recruitment process e.g. LBGT Careers event, BADAC.

We plan to attain liD in the next year and be re assessed for liP status in summer 2009.

**4. Who will be the main beneficiaries of the service?**

Staff – Have a fully comprehensive HR service  
Managers – Have a fully supported advisory service  
Tenants – Will notice the benefits from a satisfied workforce in their interaction  
Board Members - Will notice the benefits from a satisfied workforce in their interaction and give the business future viability.  
BEST, BADAC, LGBT Careers, Connexions, Bury College and other external bodies – due to partnership working from the service.

**5. Has consultation occurred in terms of making the above assessment?**

Yes via the following methods:

Staff Survey – all staff via email questionnaire  
SIPs  
HR Staff  
Union and Staff consultation  
Staff conferences

**Please complete the following table.**

Where appropriate please comment on the following situations if or how they apply to the particular social groups outlined.

**a)** The service could have a **positive impact** on any of the social groups listed. Or promotes equality and improves relations within a particular social group or across a number of them.

**b)** The service could have a **negative impact** on any of the social groups listed. By this we mean discriminatory towards them.

**Please note:** if the negative impact is high then a Full Equality Impact Assessment should be carried out.

| Equality strand                        | Any Impact? | Positive Impact? High / Low | Negative Impact? High / Low | Justifiable? i.e. Positive Action | Evidence   | Reason/Comments  |
|--|-------------|-----------------------------|-----------------------------|-----------------------------------|--|--|
| <b>RACE &amp; RELIGION</b>             |             |                             |                             |                                   |  |  |
| Any Particular Race or Ethnic Minority | Yes         | H                           | Potential H                 | Positive action in advertising    | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |
| Any Particular Religion or belief      | Yes         | H                           | Potential H                 | Positive action in advertising    | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |

|   |     |   |             |  |  |  |
|---|-----|---|-------------|--|--|--|
| New and Emerging groups (travellers and Eastern European communities) | Yes | H | Potential H | Positive action in advertising   | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |
| <b>DISABILITY</b>   |     |   |             |  |  |  |
| People with disabilities  | Yes | H | Potential H | Positive action in advertising<br><br>Positive About Disability 'two ticks' symbol in our recruitment practices. | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |

| Equality strand                      | Any Impact? | Positive Impact? High / Low | Negative Impact? High / Low | Justifiable? i.e. Positive Action | Evidence   | Reason/Comments  |
|--------------------------------------|-------------|-----------------------------|-----------------------------|-----------------------------------|--|--|
| <b>GENDER<br/>(Inc. Transgender)</b> |             |                             |                             |                                   |  |  |
| Women                                | Yes         | H                           | Potential H                 | Positive action in advertising    | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies<br><br>Job Evaluation to ensure equal pay | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |
| Men                                  | Yes         | H                           | Potential H                 | Positive action in advertising    | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies<br><br>Job evaluation to ensure equal pay | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |

| Equality strand        | Any Impact? | Positive Impact? High / Low | Negative Impact? High / Low | Justifiable? i.e. Positive Action | Evidence   | Reason/Comments  |
|------------------------|-------------|-----------------------------|-----------------------------|-----------------------------------|--|--|
| <b>AGE</b>             |             |                             |                             |                                   |  |  |
| Younger People (16-25) | Yes         | H                           | Potential H                 | Positive action in advertising    | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |
| Older People (50+)     | Yes         | H                           | Potential H                 | Positive action in advertising    | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |

| Equality strand                     | Any Impact? | Positive Impact? High / Low | Negative Impact? High / Low | Justifiable? i.e. Positive Action | Evidence  | Reason/Comments  |
|-------------------------------------|-------------|-----------------------------|-----------------------------|-----------------------------------|---|--|
| <b>SEXUAL ORIENTATION</b>           |             |                             |                             |                                   |   |  |
| Gay men<br>Lesbian<br>Bisexual      | Yes         | H                           | Potential<br>H              | Positive action in advertising    | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies                          | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to or if the staff make up of Six Town Housing fails to reflect the community. |
| <b>OTHER</b>                        |             |                             |                             |                                   |   |  |
| People with caring responsibilities | Yes         | H                           | Potential<br>H              | Positive action in advertising.   | Development of employment policies that comply with legislation and good practice.<br><br>EIAs of all policies<br><br>Various work life | All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.<br><br>The potential for high negative impact occurs if the policies are not adhered to   |

|       |  |  |  |  |  |   |
|-------|--|--|--|--|--|---|
|       |  |  |  |  | balance, parental, maternity, adoption, paternity leave policies | or if the staff make up of Six Town Housing fails to reflect the community. |
| Other |  |  |  |  |  |   |

Following the above assessment of the service as a whole; please list the relevant policies, procedures, strategies and working practices within the service and give them a rating of either high impact (either positive or negative) or low impact (either positive or negative) across the seven strands of diversity.

HP = High Positive LP = Low Positive. HN = High Negative, LN = Low Negative.

| Policy, Procedure, strategy or working practice ↓ | Race or Ethnic Minority | Religion and Belief | New and Emerging Groups | People with disabilities | Men | Women | Younger people | Older people | Gay men, lesbian, bi-sexual | People with caring responsibilities |
|---|-------------------------|---------------------|-------------------------|--------------------------|-----|-------|----------------|--------------|-----------------------------|-------------------------------------|
| Recruitment and selection                         | LP                      | LP                  | LP                      | LP                       | N   | N     | LP             | N            | N                           | LP                                  |
| Capability  | LN                      | N                   | N                       | LN                       | N   | N     | N              | N            | N                           | N                                   |
| Grievance   | N                       | N                   | N                       | LN                       | N   | N     | N              | N            | N                           | N                                   |
| Disciplinary                                      |                         |                     |                         |                          |     |       |                |              |                             |                                     |
| Attendance Management                             |                         |                     |                         |                          |     |       |                |              |                             |                                     |

|  |           |           |           |              |           |           |           |           |           |           |
|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>Health and Safety</b>                 | <b>N</b>  | <b>N</b>  | <b>LN</b> | <b>LP/LN</b> | <b>L</b>  | <b>N</b>  | <b>N</b>  | <b>LP</b> | <b>LP</b> | <b>N</b>  |
| <b>Learning and Development Strategy</b> | <b>HP</b> | <b>HP</b> | <b>HP</b> | <b>HP</b>    | <b>HP</b> | <b>HP</b> | <b>HP</b> | <b>HP</b> | <b>HP</b> | <b>HP</b> |
| <b>Learning and Development Policy</b>   | <b>HP</b> | <b>HP</b> | <b>HP</b> | <b>LP</b>    | <b>HP</b> | <b>HP</b> | <b>HP</b> | <b>LP</b> | <b>LP</b> | <b>LP</b> |

**6. Please give a general overview of how the service has a positive impact on the social groups identified.**

All our policies and procedures have the potential for high positive impact as our policies are centred around the 7 seven strands of diversity and ensuring we have a workforce that is free from harassment or discrimination.

This is also the case in terms of recruitment and our recruitment practices have the potential to recruit and retain staff to ensure STH is reflective of the local community, via positive action and the use of supported employment practices.

**7. Please give a general overview of how the service has a negative impact on the social groups identified.**

The potential for high negative impact occurs if the policies are not adhered to. There is therefore the potential for harassment and discrimination against any of the 7 strands. There may be a negative impact if the staff make up of Six Town Housing fails to reflect the community. The workforce is not representative in terms of BME, disabled, young people and male and female dominated roles.

**8. If negative impact was found, is the impact intended i.e. through positive action?**

In terms of positive Action via recruitment methods and advertising.

**9. Or was it unintended? (N.B If Negative Impact is high a full assessment must be undertaken.)**

**Please see point 7** – It is important to note that there is **potential high negative impact** within the HR and OD Service. However there are steps in place to ensure that this does not occur (Please see improvement Plan)

**10. If low impact was found, please summarise the actions that can be taken to minimise this impact? (N.B These actions can be documented in the Equality Impact Assessment Improvement Plan)**

Please see the Improvement Plan.

**11. What changes can be made to the service or working practices within it in order to promote equality rather than just limit negative impact? (N.B These actions can be documented in the Equality Impact Assessment Improvement Plan)**

As stated HR and OD Service always strives to promote high positive impact on all strands via recruitment practices and the various policies and procedures in place. Work needs to be done to look at recruitment statistics etc and staff satisfaction surveys re training and accessibility etc.

**12. Please give a brief description of how the service and the working practices within it will be reviewed and therefore amended?**

Equality impact assess all HR policies and procedures  
liP Status  
Work towards liD status  
Review and retain two ticks symbol  
Further consultation and involvement and joint working with under represented groups  
Update HR intranet pages and ensure all policies and procedures are available  
Continue to use workforce monitoring systems and establish workforce planning systems.  
Work closely with partners and contractors, ensuring they comply with our standards  
Regularly review and consult on all HR policies  
Complete pay benchmarking exercise and implement Job Evaluation  
Conduct a further training needs analysis.  
Continue with Staff survey.

**Is a Full Impact Assessment necessary?**  
(i.e. has there been a high negative impact?)

**YES / NO**

If yes, please ensure that any actions from this initial Equality Impact Assessment are included in the Full Equality Impact Assessment Report. (Appendix 3).

Date Completed:

Signed by Manager undertaking the Assessment:

Approved by EMT Member:

Approved by Equality Action Group: