

Scottish Borders Council

Stage 3 Equality Impact Assessment - Sign Off

3.1	Title of Proposal:	Guidelines for Line Managers
3.2	Service Area: Department:	Human Resources
3.3	Description:	<p>These Guidelines for Line Managers outline some of the responsibilities for employees who are managers at SBC. The guidance provides information about general good practice and line management and is to be used in conjunction with the complete range of HR Policies, Procedures and Guidelines.</p> <p>The Guidelines are divided into nine main themes. Each Theme is explained in detail with information on how the theme can be embedded in practice.</p> <p>The overall aim of the Guidelines is to ensure that line managers at SBC are fair, consistent and that their management of staff involves good practice.</p>

3.4	Impact Assessment					
	Equality Characteristic	Impact			Description	Mitigation & Recommendations
		No Impact	Positive Impact	Negative Impact		
	Age (Older or younger people or a specific age grouping)		✓		It is anticipated that these Guidelines will have a positive impact on older and younger people. For example, managers are instructed to value individual differences and to encourage varied approaches. This should enable an understanding of different approaches which may be based on age.	None.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		✓		Good management is based on a person centred approach which will include making reasonable adjustments. This person centred approach is highlighted in these Guidelines. The guidelines provide information about the importance of performance management and recommend that appropriate action is taken in the events of poor performance. Managers at SBC are aware from other procedures and policies that performance issues can sometimes be linked with disability and this should mitigate the risk of negative impact occurring.	None.	
Gender (Males, Females, Transgender or Transsexual people)		✓		The Guidelines emphasise the importance of managers treating their team fairly, and dealing swiftly with inappropriate behaviour. If managers follow this guidance, it is anticipated the risk of that discrimination as a result of sex or gender reassignment will be reduced.	None.	

<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>		✓		<p>The equality evidence notes that there can be negative stereotypes about black or minority ethnic groups, and that managers should aim to be objective. The Guidelines highlight that managers should not allow discrimination, bullying or harassment, and should provide support to team members. This should assist in reducing the risk of discrimination.</p>	None.
<p>People with Religious or other Beliefs: different beliefs, customs (including atheists and those with no aligned belief)</p>		✓		<p>The equality evidence shows that some people with religious or other beliefs face discrimination over terms and conditions of employment, for example relating to annual leave. The Guidelines should assist a tailored approach for staff with different beliefs. For example, the Guidelines state that managers should show interest in staff as individuals and create a culture of mutual trust and respect. In doing so, it is anticipated that managers will take into account different beliefs which should diminish the risk of discrimination.</p>	None.
<p>Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual</p>		✓		<p>It is submitted that a similar impact will follow with regards to sexual orientation. Given that lesbian, gay and bisexual people are more likely to face discrimination and harassment, the approach set out in these Guidelines should encourage a tolerant working climate.</p>	None.
<p>Carers (those who have caring responsibilities for someone with an equality Characteristic)</p>		✓		<p>The evidence noted that staff with young children particular may need flexibility. It is noted that the Guidelines state that managers should prescribe outcomes rather than work methods were possible. This, along with the general emphasis on mutual trust and respect, fairness and consistency, should reduce the risk of discrimination happening to carers at SBC.</p>	None.

	Poverty (people who are on a low income including benefits claimants, people experiencing fuel poverty, isolated rural communities etc)	✓			Consideration of poverty in this circumstance is not relevant as this category is more focused on SBC as a service provider as opposed to as an employer.	None
	Employees (those employed by the Council including full time, part time and temporary)	✓			The impact on staff in general has been discussed above.	None.

3.5	Relevance to the Equality Duty in Summary:	
	What impact will your proposal have on the following :	
	Equality Duty	Reasoning:
	Elimination of discrimination (both direct & indirect), victimisation and harassment.	This assessment anticipates that these Guidelines will assist in the elimination of discrimination as the practices contained within should reduce the risk of discrimination happening.
	Promotion of equality of opportunity?	Similarly, these Guidelines should ultimately promote equality of opportunity as good management practice means treating staff with dignity and respect.
Foster good relations?	While not directly relevant to this part of the Equality Duty, this ethical approach could assist with the fostering of good relations.	

3.6	Recommendations & Mitigation		
	Characteristic	Mitigation/Recommendation	Approved Yes/No

Signed Off (Sign off <u>must</u> be completed by Service Manager or Director)			
Name:	Clair Hepburn	Directorate:	Chief Executive
Post:	Chief Officer HR	Date:	30 th November 2016

EIA Completed By			
Name	Clare Fraser Lorna Aitken Ian Angus Iain Davidson Erick Ullrich Simone Doyle	Service Area.	<ul style="list-style-type: none"> - External Equality & Diversity Consultant - HR Advisory Team Leader - Human Resources Shared Services Manager - Employee Relations Manager - Organisational Development Manager - Equality & Diversity Officer (Human Resources)
		Dates:	Initiated: 5 th April 2016 Interim: 27 th July 2016 & 24 th August 2016 Finalised: 30 th November 2016