

Scottish Borders Council

Equality Impact Assessment

Title of Proposal:	Strategic People Plan 2016 - 2021
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Service Area:	Human Resources
Department:	Organisational Development

Description:	<p>This assessment is a review of the People Plan, originally published November 2015. Corporate requirements have changed and there is now a need for developing a Strategic People Plan that defines the Council's drive for a smaller, leaner local government structure with more community centred delivery, thus affecting the shape of the workforce and altering the skill requirements across the Council. The aims of the Strategic People Plan can help services by:</p> <ul style="list-style-type: none"> • Identifying and preparing for future workforce needs • Allowing a more effective and efficient use of staff • Facilitating an increase in the agility and flexibility of the workforce • Working bottom up as well as top down • Offering a "golden thread" • Providing individuals with an opportunity for a clearer understanding of future development, requirements and opportunities • Ensuring that clients and customers receive better planned and more efficient services
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Impact Assessment					
Equality Characteristic	Impact			Description	Mitigation & Recommendations
	No	Positive	Negative		

	Impact	Impact	Impact		
<p>All protected characteristics including Race, Religious or other Beliefs, Pregnancy and Maternity, Sexual Orientation, Carers, And associated theme of Poverty</p>		X		<p>Whilst undertaking this equality impact assessment positive and negative impacts have become evident for many of the Equality Groups. Therefore to avoid repetition the equality evidence section of this impact assessment has been completed to indicate a collective of the Equality Groups. Where positive/negative aspects are applicable to any particular group additional information has been included.</p> <p>The Strategic People Plan addresses organisational structures, roles and responsibilities and learning and development making sure that there is no unconscious bias.</p> <p>The Strategic People Plan will have a positive impact on the Council's initiative on apprenticeships. Succession Planning will also help with retention and the development of staff for all ages.</p>	
<p>Age (Older or younger people or a specific age grouping)</p>		X		<p>Analysis shows that 50% of the workforce is aged 45 to 49 with the next big age group of 27% aged 30 to 44. There is an increase in the number of staff choosing to continue to work beyond 65 years of age, following the removal of the default retirement age in October 2011. It is anticipated that this group will increase as pension ages are increased and potential ongoing reviews to pensions by national government.</p> <p>Conversely 10% of the Councils workforce is comprised of workers aged 16 to 29 and a requirement to encourage younger staff to Scottish Borders Council is a necessity. Approximately 68% of part-time staff are aged 30 to 59 and approximately 85% of teachers aged 30 to 59 are overwhelmingly female. The same is true of Casual/Relief staff with approximately 67% aged 30 to 59. However, for teachers the largest age group are 60 and above at approximately 55%.</p>	<p>Introduce more entry level posts and career paths into the organisation as part of its transformation programme to create more opportunities for younger people and support succession planning.</p> <p>Identify talent, skills and knowledge and how they can be retained</p> <p>Expand the Council's Modern Apprenticeship programme to include new occupational areas and consider higher level SVQ qualifications suitable for the needs of future service delivery</p>

						Introduction of Educations "Grow Your Own" scheme.
	Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		Analysis of employee data indicates that the level of employees that they have a disability within SBC is 2.37% of the workforce. However, it has to be considered that this figure may be low as there are in excess of 42% of employees who have not provided a response to the question on disability.	To incentivise staff to self-identify and complete the diversity tab of Business World (HR Information Management System) in order to identify the true number of disabled employee.
	Gender (Males, Females, Transgender or Transsexual people)		X		<p>Within Scottish Borders Council 73% (4132 staff) are female. The gender pay gap has reduced from 2.5% to 2.4% and this has been helped by Scottish Borders Family Friendly policies with a range of flexible working alternatives and childcare vouchers that support parents back to work.</p> <p>Almost 90% of all part-time staff is female and approximately 80% casual/relief staff with full-time employment almost evenly split between females and males.</p> <p>Occupational Segregation i.e. predominance of one specific gender, exists across a range of job types but particularly in clerical, care and teaching for females and environmental services roles for males. This is also reflected in the grades where males tend to be the predominate Grades 2 & 3 with females predominantly Grades 4 – 9. At the senior management grades there is almost an even split except for Grade 11 roles which is heavily male dominated. This is due to the grades falling within the Environment, Roads and Planning services primarily and typically male dominated.</p>	<p>Schools tackling gender stereotyping</p> <p>Targeted work placements/taster sessions to particular groups under represented</p> <p>Promoting career opportunities in particular roles</p> <p>Engaging with colleges to encourage uptake in particular areas of service delivery</p>
	Employees (those		X		Scottish Borders Council employs approximately 5,660 people.	In light of the current long-term

	employed by the Council including full time, part time and temporary)				<p>Over the past year the headcount has reduced by 529 as a result of the Council's workforce management measures and transformational reviews. It is expected, due to the budget constraints placed on local governments, there will most likely be a further reduction of staffing numbers within SBC.</p>	<p>economic forecasts further reductions in workforce numbers will be required and the Council is working on a range of initiatives focused on the use of technology, partnerships, sharing of premises and the development of modern ways of working. The Council will also continue to apply rigorous vacancy management and workforce management measures to reduce its headcount and ensure every effort is made to minimise redundancies i.e. retirement, voluntary severance, flexible working, job share in line with existing policies.</p> <p>In addition there is a need to: Continue progression of role profiles and ensuring they are used as part of the new appraisal process to measure performance.</p> <p>Continue working towards reducing the pay gap between genders with ongoing equality measures around access and recruitment to roles.</p> <p>Consider review of current grade structure.</p>
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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.	Although not directly relevant to the elimination of discrimination the Strategic People Plan is a fair and objective process and as such should assist the Council in the promotion of equality of opportunity as the plan is freely available to Senior Managers and is written clearly. Thus ensuring the application of the process is being undertaken in a consistent and effective way. Resulting in building sound relationships in turbulent times.
Promotion of equality of opportunity?	
Foster good relations?	

Recommendations & Mitigation		
Characteristic	Mitigation/Recommendation	Approved Yes/No
Age	Introduce more entry level posts and career paths into the organisation as part of its transformation programme to create more opportunities for younger people and support succession planning. Identify talent, skills and knowledge and how they can be retained Expand the Council's Modern Apprenticeship programme to include new occupational areas and consider higher level SVQ qualifications suitable for the needs of future service delivery Introduction of Educations "Grow Your Own" scheme.	Yes
Disability	To incentivise staff to self-identify and complete the diversity tab of Business World (HR Information Management System) in order to identify the true number of disabled employee.	Yes
Gender	Schools tackling gender stereotyping Targeted work placements/taster sessions to particular groups under represented Promoting career opportunities in particular roles	Yes

	Engaging with colleges to encourage uptake in particular areas of service delivery	
Employees	<p>In light of the current long-term economic forecasts further reductions in workforce numbers will be required and the Council is working on a range of initiatives focused on the use of technology, partnerships, sharing of premises and the development of modern ways of working. The Council will also continue to apply rigorous vacancy management and workforce management measures to reduce its headcount and ensure every effort is made to minimise redundancies i.e. retirement, voluntary severance, flexible working, job share in line with existing policies.</p> <p>In addition there is a need to:</p> <ul style="list-style-type: none"> • Continue progression of role profiles and ensuring they are used as part of the new appraisal process to measure performance. • Continue working towards reducing the pay gap between genders with ongoing equality measures around access and recruitment to roles. • Consider review of current grade structure. 	Yes
General	Continue to gather employee data in particular for the characteristics of Race, Religion or Belief, Sexual Orientation.	Yes
	The outcomes of the Strategic People Plan will be reviewed at least every two years or as required by Corporate or legislative requirements ensuring it is fit for purpose. Where trends emerge these will be analysed and appropriate steps taken.	Yes

Signed Off (Sign off must be completed by Service Manager or Director)

Name:	Clair Hepburn	Directorate:	Chief Executive
Post:	Service Director, Human Resources	Date:	29 August 2017

EIA Completed By

Name	Erick Ullrich	Service Area.	Human Resources
Post	Organisational Development Manager	Date	10 th July 2017
Name	Simone Doyle	Service Area.	Human Resources

Post	Equality & Diversity Officer (Human Resources)	Date	10 th July 2017
Name	Alison Dubickas	Service Area.	Human Resources
Post	Organisational Development Business Partner	Date	10 th July 2017