

Huntingdonshire District Council Equality Impact Assessment (EIA)



Service area	HR
Date of assessment	May 2023
Name of policy to be assessed	Improving Performance Policy
Is this a new or existing policy?	Existing Policy
Name of manager responsible for policy	Nicki Bane
Names of people conducting the assessment	Kiran Hans
Step 1 – Description of /policy	
Describe the aims; objectives and purpose of the policy (include how it fits in to wider aims or strategic objectives).	<p>The council will support:</p> <ul style="list-style-type: none"> ○ all our employees to personally deliver the highest standards of service possible ○ our managers to proactively address performance issues. <p>The policy is supported by an Improving Performance tool kit</p>
<p>The Equality Act 2010 requires the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations, the Council also needs to demonstrate its compliance with the Equality Duty. The Council therefore needs to understand how its decisions and activities impact on different people, specifically employees and how they are affected by policies and practices. An Equality Impact Assessment is the current method by which the Council can assess and keep a record of the impact of new or amended strategies, policies, functions or services.</p> <p>The council retains these duties even when outsourcing services or providing shared services.</p> <p><i>Definition of Adverse Impact - occurs when a decision, practice, or policy has a disproportionately negative effect on a protected group. Adverse Impact may be unintentional</i></p> <p>Adverse impact can be measured statistically:</p>	

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<p>Are there any (existing) equality objectives of the policy</p>	<p>The improving performance policy contains an objective to ensure consistency and fairness of approach.</p>
<p>Who is intended to benefit from the policy and in what way?</p>	<p>All employees except employees in their probationary period</p>
<p>What are the intended outcomes of this policy?</p>	<p>Policy and tool kit aims to</p> <ul style="list-style-type: none"> ○ Ensure employees are fully aware of the standard of performance that is expected and how their performance needs to improve (performance gap). ○ Support employees to achieve the required standard for their role and to maintain this standard of performance. ○ Support managers to effectively manage all underperformance issues promptly. ○ Ensure consistency and fairness of approach.
<p>Step 2 – Data</p>	
<p>What baseline quantitative data (statistics) do you have about the policy relating to equalities groups (e.g. monitoring data on proportions of service users compared to proportions in the population), relevant to this policy? Census 2011 district profile</p>	<p>HR maintain an up to date case management system of information regarding performance. Exit Questionnaires are routinely reviewed by HR to highlight leavers who may have raised or been involved in a performance issues.</p>
<p>What qualitative data (opinions etc) do you have on different groups (e.g. comments from previous consumer satisfaction surveys/consultation, feedback exercises, or evidence from other authorities undertaking similar work), relevant to this strategy/policy/function/service?</p>	<p>Employee Repressetative group and UNISON’s feedback has been incorporated in to the policy.</p>

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<p>Are there concerns that the policy could have a differential impact on different racial groups; this refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. Gypsy/Travellers are distinct group within this category.</p> <p>What evidence do you have for your answer?</p>	<p>No, this policy is designed to eliminate discrimination and ensure fair and consistent treatment of all employees with the process. Statistics are recorded for each performance case to ensure no discrimination is occurring in particular groups. All employees have access to the grievance procedure.</p>
<p>Are there concerns that the /policy could have a differential impact on younger or older people?</p> <p>For some services this should include consideration of impact in terms of safeguarding young people.</p> <p>What evidence do you have for your answer?</p>	<p>We recognise that those entering employment for the first time, e.g apprentices, may require additional support into adapting to workplace culture.</p>
<p>Are there concerns that the policy could have a differential impact on gender, including transgender people?</p> <p>What evidence do you have for your answer?</p>	<p>We recognise that more female employee work part time than male employees. Further analysis may need to be undertaken to find out is there is a tendency for those working part time achieve poorer outcomes than those who work full time.</p> <p>Managing performance due to pre and post op transgender reassignment could affect performance and is currently covered by the councils <u>transgender and gender reassignment statement and guidance</u></p> <p>Absence relating to gender reassignment may require specific expertise and support over and above standard procedures</p>
<p>Are there concerns that the policy could have a differential impact on part time/full time employees?</p>	<p>No impact identified</p>

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<p>What evidence do you have for your answer?</p>	
<p>Are there concerns that the policy could have a differential impact on disabled people? What evidence do you have for your answer?</p>	<p>Potential barrier could be that an employee with a disability as defined under the Equality Act may not be able to attain the standards required for the job and may present as having a capability issue.</p> <p>The council recognises its duty to consider making reasonable adjustments to support staff. In such circumstances, consideration will be given to extending the performance review/monitoring period to allow sufficient time for the employee to meet the standards, and advice be sought from Occupational Health to see if any reasonable adjustments may be needed in either the workplace or the duties of the role to assist the employee to meet the required standards.</p>
<p>Are there concerns that the policy could have a differential impact in terms of marriage and civil partnership</p>	<p>No impact identified</p>
<p>Are there concerns that the policy could have a differential impact in terms of pregnancy and maternity (e.g. pregnant or breast feeding women)</p>	<p>Performance issues may arise as a result of a member of staff who is pregnant. Appropriate risk assessments and plans are in place to support pregnant members of staff. Managers must pay due regard to the Equality Act 2010 and manage risks/actions on an individual basis. Support for managers is available from HR and O/H</p>
<p>Are there concerns that the policy could have a differential impact on lesbian, gay man, bisexual or heterosexual (straight) people? What evidence do you have for your answer?</p>	<p>There could be potential for negative impact on performance associated with sexual orientation (e.g. coming out, same-sex couples with children, and prejudice and stereotypes).</p> <p>There is low staff disclosure in relation to sexual orientation across the council, further monitoring of sexual orientation would benefit</p>



	employees in terms of monitoring the impact of policies and procedures. No impact identified
Are there concerns that the policy could have a differential impact on grounds of religion or belief ? What evidence do you have for your answer?	Specific religious rituals/practices eg. Ramadan/fasting may affect Performance. No impact identified
Are there concerns that the policy could have a differential impact in terms of specific characteristics of Huntingdonshire e.g. Rural isolation	No impact identified

Findings

- HR is confident that the policy is clear on the need for managers to consider the use of reasonable adjustments and taking working hours into consideration when setting and agreeing objectives with individual employees, in addition HR is involved in formal meetings and would also ensure that this is considered.
- HR is confident that the policy provides clear guidance on special circumstances that can affect performance, including adjustments to objectives due to health conditions, this includes seeking medical information where appropriate.
- There is a consistent approach for awarding performance ratings to staff absent due to maternity leave?

Recommendations

- Continue to monitor and report statistics to Senior Management Team and Employment Committee.