



SOUTH KESTEVEN DISTRICT COUNCIL

Equality Impact (Initial Analysis)

People Strategy

Service Area: Human Resources	Lead officer: Sam Fitt / Jane Jenkinson	Date of Meeting 10/12/21
	Assessors: Alan Robinson	
	Neutral Assessor: Carol Drury	

1. Name and description of policy/service/function/strategy

People Strategy 2022 – 2025

This Strategy sets out the Council's aims in attracting, developing and retaining our most valuable asset – the people that work here.

This strategy replaces the previous People Strategy 2017-2021

The Council's Corporate Plan (2020 – 2023) identifies that it needs to develop a people strategy to support the retention and attraction of high quality staff. This Strategy sets out a positive vision and clear way forward to achieve ways of engaging and developing employees at South Kesteven District Council and aims to recruit high performing individuals to join TeamSK.

The Strategy has been developed in line with the Council's Equality and Diversity Annual Position Statement.

The Council, has an Equality and Diversity Policy for its employees currently which covers the Council's responsibilities under the Equality Act 2010 to ensure that fair and equitable services are provided to suit the needs of our employees.

Is this a new or existing policy?

New

2. Complete the table below, considering whether the proposed policy/service/function/strategy could have any potential positive, or negative impacts on groups from any of the protected characteristics (or diversity strands) listed, using demographic data, user surveys, local consultations evaluation forms, comments and complaints etc.

Equality Group	Does this policy/service/function/strategy have a positive or negative impact on any of the equality groups? Please state which for each group	Please describe why the impact is positive or negative. If you consider this policy etc is not relevant to a specific characteristic, please explain why
Age	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>One of the actions that the People Strategy refers to is looking at developing and bringing in more apprentices where we can, and encouraging managers to consider it for vacancies. Apprenticeships do not mean that only young people can obtain one, there is no cap on the age, but it does provide a way for younger applicants with no experience to be able to join the workforce. As part of our recruitment and selection process, a staff requisition form must be completed for every role. On this staff requisition form, it asks Managers whether this role can be filled by an apprentice, encouraging managers to consider this.</p> <p>The recruitment process can be found here http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=27128&p=0</p>

		<p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Disability	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>The Council is still part of the 'Disability Confident Employer Scheme' and this People Strategy continues to build on this by not discriminating against any persons, and making sure there is equal and fair opportunity for all. https://www.gov.uk/government/collections/disability-confident-campaign</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Race	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>In the Employee Handbook, on Page 40, it details how it is the policy of SKDC to treat employees with respect and dignity, ensuring that employees and applicants are not victimised or subjected to harassment. SKDC seeks to select, promote, appraise and treat all employees according to relevant aptitudes</p>

		<p>and skills. All employees shall be given equal access to training, development, and career opportunities. The link to the handbook can be found here http://monty/index.aspx?articleid=14453</p> <p>The People Strategy makes reference to how we will utilise workforce data to help identify areas for improvement in the diversity and skills of our workforce to seek equality of representation at all levels across the organisation. We will look at ways to increase the diversity of our workforce, to ensure it reflects the demographics of our district</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Gender Reassignment	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Religion or Belief	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>In the Employee Handbook, on Page 40, it details how it is the policy of SKDC to treat employees with respect and dignity, ensuring that employees and applicants are not victimised or subjected to harassment. SKDC</p>

		<p>seeks to select, promote, appraise and treat all employees according to relevant aptitudes and skills. All employees shall be given equal access to training, development, and career opportunities. The link to the handbook can be found here http://monty/index.aspx?articleid=14453</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Sex	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>One of the elements that is in the People Strategy is around developing and delivering against an action plan to specifically address the Authority's gender pay gap which forms part of the work programme of the Council's Employment Committee. The link to the Gender Pay gap information and action plan can be found here http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=27576&p=0</p> <p>http://monty/CHttpHandler.ashx?id=27850&p=0 (page 5 onwards)</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Sexual Orientation	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and</p>

		<p>Diversity (including all of the protected characteristics).</p> <p>In the Employee Handbook, on Page 40, it details how it is the policy of SKDC to treat employees with respect and dignity, ensuring that employees and applicants are not victimised or subjected to harassment. SKDC seeks to select, promote, appraise and treat all employees according to relevant aptitudes and skills. All employees shall be given equal access to training, development, and career opportunities. The link to the handbook can be found here http://monty/index.aspx?articleid=14453</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Pregnancy and Maternity	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics). One of the policies that underpins this Strategy is the Pregnancy and Maternity Policy found here http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=24517&p=0 which details how the Council supports its employees. The People Strategy will continue to support this in part of its engagement and care for our employees.</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Marriage and Civil Partnership	Relates specifically to employment law, however, persons of all protected characteristics will be positively impact	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p>

	by providing opportunities for everyone to be more active, more often.	<p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Carers	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p> <p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>The Strategy highlights how we actively encourage flexible and agile working and believe that your work/life balance is important and vital to your success and happiness in the workplace. We are committed to caring for our employees both inside and outside the workplace. The flexible working approach means we as a Council can support those who provide care to others outside of work. The flexible working policy can be found here http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=24542&p=0</p> <p>The scheme is designed to assist employees to accommodate variations to their working day/week and also to their place of work</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
Other Groups (e.g. those from deprived (IMD*) communitie	Positive	<p>The Strategy sets out the aims and objectives of the Council in terms of how it engages, and treats employees in terms of equality and diversity.</p>

<p>s; those from rural communities, those with an offending past)</p> <p>*(IMD = Indices of multiple deprivation)</p>		<p>The strategy is underpinned by a range of HR policies and procedures, that are compliant with legislation regarding Equality and Diversity (including all of the protected characteristics).</p> <p>The People Strategy and the way we deliver it will promote equal opportunities and promotes the benefits of a diverse workforce.</p>
<p>General comments</p>	<p>The aim of this People Strategy is to create a flexible, innovative organisation that has the skills, resilience and motivation to deliver and achieve the Council's objective and is a key component in driving high performance</p> <p>The Strategy sets out:</p> <ul style="list-style-type: none"> • where we are now; • where we want to be; and • how we plan to get there. <p>The Strategy is designed to grow and evolve along with the needs of the Council and our people.</p> <p>One major new process that is mentioned in the People Strategy, and brings in a positive impact on all of the groups above is “blind recruitment” into our recruitment system. This will mean that any applicants who apply to work for the Council will have their name, age, dates of when they attended school, and other identifying features hidden from recruiting managers thereby removing the possibility of unconscious bias in the recruitment and selection process. All of an applicant’s personal information is already hidden, so this builds on that. As well as bringing in blind recruitment, the Council will continue to follow its Recruitment and Selection Policy / Procedures, which references the Equality Act 2010, which all workplaces must follow. The link to the procedure can be found here -</p> <p>http://www.southkesteven.gov.uk/CHttpHandler.ashx?id=16761&p=0</p> <p>As a result of the strategy focussing on the employees themselves, there is a main theme identified in the strategy itself of Equality and Diversity. Many of the characteristics above appear under the Equality Act 2010, which the Council already complies with, regarding its employees. This Strategy reinforces the measures and policies we already have, and introduces ways in which the Council will build on them, to bring in more fairness in terms of equality and diversity in the workplace.</p>	

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3. What equality data/information did you use to inform the outcomes of the proposed policy/service/function/strategy? (Note any relevant consultation who took part and key findings)

One of the aims of the People Strategy, particularly in the Equality and Diversity theme is to “Look at ways to increase the diversity of our workforce, to ensure it reflects the demographics of our district.” The HR department has access to employees personal information, and can therefore create a picture of how our workforce demographics reflect that of our District demographics. This is further demonstrated in the Equality and Diversity Annual Position Statement which contains information on our workforce and the on the demographics of South Kesteven. From this document we have a picture of the make up of our staff and the district and can identify areas of underrepresentation that need to be addressed.

If there are any gaps in the consultation/monitoring data, how will this be addressed?

There was a drive from the HR department for employees to fill out their personal information details on their self service records, in order for us to have all the information we need to be able to monitor against district, and national levels. These drives will continue, and for new starters, the information they complete on the new recruitment module (including their personal information) will automatically be copied across. During the application process, applicants are informed why their personal data is being collected, and there is a declaration tick box to confirm they are happy for us to collect this data for the purposes intended. It is important to note however that employees are not being forced to fill out this information. It is entirely their choice to fill it out, with the benefits of doing so, and why they should do so explained to them.

If employees fill out this information, it will help HR monitor the diversity of the organisation, which then means we can reflect on whether the measures introduced in this People Strategy are correct and working, or if more needs to be done.

4. **Outcomes of analysis and recommendations (please note you will be required to provide evidence to support the recommendations made): Please check one of the options.**

a)	No major change needed: equality analysis has not identified any potential for discrimination or for negative impact and all opportunities to promote equality have been taken	<input checked="" type="checkbox"/>
<i>If you have checked option a) you can now send this form to the Lead Officer and your Neutral Assessor for sign off</i>		
b)	Adjust the proposal to remove barriers identified by equality analysis or to better promote equality.	<input type="checkbox"/>
<i>If you have checked option b) you will need to answer questions b.1 and b.2</i>		
c)	Adverse impact but continue	<input type="checkbox"/>
<i>If you have checked option c) you will need to answer questions c.1</i>		
d)	Stop and remove the policy/function/service/strategy as equality analysis has shown actual or potential unlawful	<input type="checkbox"/>

- b.1 In brief, what changes are you planning to make to your proposed policy/service/function/strategy to minimise or eliminate the negative equality impacts?**

- b.2 Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.**

If you have checked option b) you will need to complete a Stage 2 equality analysis

- c.1 Please provide an explanation in the box below that clearly sets out your justification for continuing with the proposed policy/function/service/strategy.**

If you have checked option c) you will need to complete a Stage 2 equality analysis. You should consider in stage 2 whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

Signed (Lead Officer):
(Name and title)

Sam Fitt / Jane Jenkinson
Project Lead / Senior HR Officer

Date completed: **09/12/21**

Signed (Neutral Assessor):
(Name and title)

Carol Drury
Senior Community Development Officer

Date signed off:

14th December 2021