

Equality Impact Assessment - Policies

Title of policy being assessed:	Guidance on Secondments and Acting Up Opportunities – internal and external secondments
Department and Section:	Human Resources
Names and roles of officers completing this assessment:	Gill Ball, HR Adviser
Contact Telephone Numbers:	0116 6090
Date assessment completed:	May 2011

Defining the policy

1. Why is the policy necessary? What are its aims and objectives? What outcomes is the policy designed to achieve and for whom?

The policy is designed to provide managers and employees within the County Council and external participating organisations with a framework for managing secondments (and acting up arrangements where the full duties of the post are undertaken on an acting up basis). The policy outlines the principles applicable to secondments within the Council and those applicable where Council employees are seconded to an external partner/joint working arrangement

The aims and objectives of the policy are to have a clear mechanism for the recruitment, selection and management of employees during the period of their secondment/acting up arrangement and re-induction into their substantive post/workplace at the conclusion of the arrangement.

The policy should benefit both the employee(s) and the employers as it ensures consistent treatment across all parties involved in a secondment/acting up arrangement.

2. How have these aims, objectives and outcomes been determined? What research and consultation/engagement/involvement has been undertaken/used to inform the design and delivery of the policy? How have needs based on race, gender, disability, age, religion/belief or sexual orientation been taken account of?

The Council has identified that comprehensive guidance is required in order to provide both managers and employees with a structure for managing secondments and acting up arrangements both internal to the Council and external to the Council where our employees are seconded to partnership and joint working arrangements.

Account has been taken of best employment practice and the legal implications of employees working away from their substantive posts/organisations, including recruitment/selection, conditions of service, day to day management by a partner organisation's manager, the need to operate within the cultural and local working environment of the partner organisation and the arrangements for returning to the substantive post.

Prior to entering into any external secondment arrangements Legal Services will have undertaken prior responsibility for drawing up the formal legal Agreement for any external secondments. In the unlikely event that any specific legal matters arise following implementation advice can be sought from Legal Services, through Corporate HR.

Consultation relating to this policy and procedure has taken place with:

Legal Services

HR Colleagues

Trade Unions

LCC Workers Groups – Black Workers Group, Disabled Workers Group and Lesbian, Gay, Bisexual and Transgender Workers Group

Departmental Workforce Groups

3. (a) Who is responsible for implementing the policy? What processes, procedures and/or criterion will be critical to deliver the policy? Review these against the access needs that various equality groups of people have and consider if they result in barriers which prevent these groups of people from either finding out about the policy or benefiting from it? (See Section 6 for examples)

Line managers should follow the framework outlined in the document to ensure the processes are managed fairly and consistently. Support is available from HR Services within the Council and, for external secondments, any partner organisations. The guidance will be published on the Council's intranet site and available to managers and employees to inspect as well as being made available to the partner organisations as appropriate.

(b) Consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs that you have identified can be addressed. For disabled people, as defined under the Disability Discrimination Act, this could mean treating them more favourably to ensure that there is equality of outcome.

- Reasonable adjustments will be considered and provided to employees as and when required, for example within recruitment and selection procedures, performance management and any learning and development needs identified.
- The Agreement will specify a process for ensuring that reasonable adjustments already implemented by the substantive organisation are continued in the host organisation during the period of the secondment. Where equipment or support has been purchased or

funded by Access to Work it will accompany the employee during the secondment. The Agreement should clearly specify what adjustments, equipment and/or funding is involved to avoid confusion and ensure that 'ownership' of equipment doesn't become contested later on and re-accompanies the employee back to the substantive organisation at the conclusion of the secondment.

- (c) **When you are deciding priorities for action you will need to consider whether the barriers result in an adverse impact or discrimination that is illegal. These will constitute your top priority. The other priorities will be dependent on such issues as whether a group is particularly excluded or connected to the core business of the service, whether there are adjustments that would mean several groups benefit.**

Ensure that the actions you identify are put into the attached equality improvement plan.

3a) The guidance will be made available in the same way as all other LCC employment policies, procedures and guidance via the Intranet (CIS). Employees and Managers can obtain further advice by contacting the Employee Service Centre/HR Services.

3b) Where requested the guidance will be made available in alternative formats; as it is accessible via the intranet those with access to it will be able to use it in association with adaptive software that they may have. Reasonable adjustments to the format will be made to ensure that disabled employees are not disadvantaged thus removing the potential for adverse impacts or illegal discrimination

4. What measures and methods have been designed to monitor the application of the policy, achievement of intended outcomes and identification of any unintended or adverse impact? How frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? List your answers below.

HR Services will be advised where discrepancies arise or grievances are invoked through alleged misapplication of the guidance; appropriate records including equal opportunities monitoring data will be maintained.

Periodic checks will be undertaken on the number, type and duration of inter-partnership secondments/acting up arrangements, and other associated data e.g. performance management issues invoked.

A member of HR Services will be involved in any formal performance management issues, whether relating to internal secondments or external, to ensure that correct procedures have been followed.

5. Consider the answers given in questions 1, 2, 3 and 4 and assess whether the policy and its implementation results, or could result in adverse impact on or discrimination against different groups of people. If you consider that there is adverse impact or discrimination, or the potential for either, please outline below

and state whether is it justifiable or legitimate and give your reasons for this.

Provided the guidance is followed it is not envisaged its implementation will result in adverse impacts or discrimination against different groups of people.

6. (a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.

N/A

(b) If you have identified adverse impact or discrimination that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people. This arises out of the duty to promote good relations between people of different groups and is in keeping with the Council's approach to social cohesion. Also, the new PSA15 explicitly requires councils to address disadvantage across all six equality strands.

N/A

Ensure that these actions are listed in the attached equality improvement plan.

OPPORTUNITIES FOR SOCIAL COHESION OR PROMOTING GOOD RELATIONS BETWEEN DIFFERENT GROUPS OF PEOPLE

7. Social cohesion is a priority for councils. Progress made towards building more cohesive, empowered and active communities is now being measured through national Performance Indicators. Essentially social cohesion is about promoting a sense of connection, trust and belonging both within and across communities and groups. Review all the actions and targets that you have identified as a result of this equality impact assessment to identify what social cohesion issues could arise, for example:

(a) Are there ways in which the policy development process could bring different groups of people together, for example to monitor its impact or develop its future shape?

N/A

(b) Could the implementation of the policy result in different groups of people being brought together? Has the capacity of the policy to bring different groups together been fully utilised?

N/A

(c) Does the implementation of the policy have the potential to lead to resentment between different groups of people? How can you compensate for perceptions of preferential or differential treatment? Are these implications or decisions being explained to those affected?

N/A

(d) If the EIA improvement plan identifies addressing a gap in the service for a particular group of people, has this also addressed the potential for perceptions of preferential treatment for the group? (For example, if you give priority treatment to disabled people, how will you manage the negative attitudes that non-disabled people may develop as a result?)

N/A

(e) How can the policy explicitly demonstrate the council's commitment to promote equality across race, gender, disability, age, religion/belief and the LGBT communities?

The guidance states that the Council's commitment to equality of opportunity will be observed at all times during the operation of the procedures outlined. This will ensure that employees are treated fairly and without discrimination on the grounds of race, nationality, ethnic or national origins, gender, marital status, disability, age, sexual orientation, trade union membership or activity, political or religious belief and unrelated criminal conviction.

The guidance will be reviewed cyclically taking on board any feedback received by the Trade Unions and workers groups.

Any apparent inequalities will be addressed.

List your answers below. Ensure that the actions you identify are put into the attached equality improvement plan.

8. EQUALITY IMPROVEMENT PLAN

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Report on the number and type of secondments/acting up arrangements by equality strand	Monitoring arrangements to be established by HR Services. To report to Joint JCC on a yearly basis.	Monitoring system to be established and first year's data to be reviewed and a target agreed.	HR Services	Implement systems with immediate affect

1st Authorised signature (EIA Lead) Date:

2nd Authorised signature (Member of DMT) Date:

Once completed and authorised, please send a copy of this form to the Equality and Diversity Team in the Chief Executives Department

