

Appendix E



**Equality Impact Assessment (EIA)**

Name of Policy or Practice	Workwise Protocol		
Head of Service responsible for the Policy or Practice	Phillip M Davies- Head Of Corporate Human Resources		
Name of officer (s) completing impact assessment form	Debbie Anchors and Gill Jones Cheryl Roberts (Review only)		
Service	Corp HR	Date of Assessment	Sept 14 April/May '16 (review) January '17 (review)

EIA Completed by :		EIA Agreed by Head of Service :	
Date	January 2017	Date	24/01/17
Name(s)	Cheryl Roberts	Name	Phil Davies
Signature(s)		Signature	<i>Phillip M. Davies</i>

## **STEP 1 – Identify the Main Aims and Objectives of the Policy or Practice**

1. What is being assessed? (***Please double click on the box and select 'checked' as appropriate to cross X***)

- New and revised policies or practices
- New procedures (which modify service delivery or employment practices)
- Service review or re-organisation proposals which affect the community and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year
- Decisions affecting service users, employees or the wider community
- New project proposals affecting staff, communities or accessibility to the built environment, eg, new construction work or adaptations to existing buildings
- Other please explain in the box below :

2. What are the overall aims and objectives of the policy or practice ?

The Workwise Protocol document is designed to help staff adjust to the change in the working environment being implemented throughout Conwy County Borough Council. It will also act as a guide to the way in which we work in order to provide continued support to the delivery of the vision and priorities within its Corporate Plan 2012-2015 and now, its Corporate Priorities 2017-20122

The changes to how we work will allow for flexibility in working hours and locations for staff, improving work life balance and also create a more open and productive office environment, which will over time be of benefit to our customers, our staff and the organisation as a whole.

It will allow individuals to work in the most appropriate locations whilst continuing to deliver and enhance high standards of customer service to internal and external stakeholders.

3. Who is the policy or practice intended to help or benefit (stakeholders) ?

The protocol applies to all employees who will be working within the Workwise Framework to ensure that our approach promotes and protects equality of opportunity in both service delivery and employment at all times, in line with corporate policies and training.

All staff are likely to benefit from the changes within the Workwise Protocol however gender, religion/belief and disability are likely to be the main equality standards addressed. For example

- flexible start/finish/rest times and hospital/medical appointments,
- meet the requirements of religious observant,
- enable staff to take/collect children from school or other caring responsibilities.
- empower employees to manage peaks in work demands and personal responsibilities

#### 4. Who are the main consultative groups or communities of interest ?

Staff Council  
Trade Unions  
Modernisation Programme Board  
Modernisation Programme Officer Group  
Strategic Leadership Team  
SMT  
Managers Forum  
HR Business Partners

Equalities Officer

### **STEP 2 - Consider Existing Information and What This Tells You**

When completing this section, you need to consider if you have sufficient information with which to complete your EIA, or whether you need to undertake a period of engagement/consultation before continuing. The legislation relating to the EIA process requires you to **engage and involve people who represent the interests of those who share one or more of the protected characteristics and with those who have an interest in the way you carry out your functions.** This needs to be proportionate to the policy or practice being Equality Impact Assessed. You may have already recently undertaken consultation specifically on this policy or practice. Other officers within CCBC may have carried out engagement work which will be relevant to this EIA and you can review the Community Involvement Database to find out what engagement activities have taken place in Conwy and establish if this is relevant. If you have very little or no information from previous

engagement that is relevant to this EIA, you should consider undertaking some engagement work with your stakeholders and with relevant representative groups to ensure that you do not unwittingly overlook the needs of each protected group.

5. What do you already know about the impact on each protected characteristic from your experience of current service delivery or previous engagement or consultation? You could refer to the Initial Equality Impact Assessment Screening Form and the Community Involvement Database.

Protected Group	Relevance of the policy / practice by protected characteristic
Race	CCBC Employment Monitoring Report for 2014-2015 indicates 27 BME employees with permanent or fixed term contracts. There will be no negative impact to any race caused by the implementation of the protocol.
Disability	<p>82 permanent or fixed term employees within Conwy County Borough Council have declared a disability. (Source: Employment Monitoring Report 2014-15) The Workwise Protocol will have a positive impact on these employees as it provides increased flexibility in their working day if necessary allowing them to pace themselves by starting later in the day, taking multiple breaks throughout the day or working from home, medical appointments etc</p> <p>Provision is made within the Workwise Protocol for 'specialist user' desks and chairs where employees requiring adapted equipment will continue to have access to these items.</p> <p>Information received from other Local Authorities who have implemented agile working such as Flintshire suggests that implementation would have a positive impact for disabled employees, as it would enable them to start/finish work when required eg, if an employee takes medication which carries side effects, such as drowsiness, they can start work later or they can work at home.</p>

Sex	<p>The gender of employees as per the Employment Monitoring Report 2014-2015 are: Female 3,154 and Male 1,158 - 74% women and 26% men. Therefore, the project may potentially impact on more female than male employees due to the current workforce profile.</p> <p>There will be no negative impact in the implementation of the Protocol and will allow greater flexibility to both sexes in caring responsibilities</p> <p>Pregnancy and maternity is a protected characteristic under the Equality Act 2010. The Workwise protocol will have a positive impact on women who are pregnant by providing increased flexibility in their working day if necessary allowing them to start later in the day, taking multiple breaks throughout the day or working from home.</p>
Age	<p>The latest figures published by CCBC indicate that of the total population of Conwy in 2012 of 115,500, 58.2% were between the ages of 16 and 64 years of age. (Ages 0-15 years old = 16.5%, 65 years and over 25.2%) (Source: Conwy in Figures 2014)</p> <p>In comparison the age range of employees as per the Employment Monitoring Report 2014 - 2015 is age 16-24 = 3.2% 25 - 49 years old = 57.5% 50 - 64 years old = 36.5% and aged 65 and over = 2.8%</p> <p>The implementation of the Workwise Protocol and changes to the flexible working and flexi-time policy will be advantageous for the age groups with childcare and caring responsibilities.</p>
Religion & Belief	<p>Implementation of the Workwise Protocol will allow those from different faiths to manage their attendance at work around their religious commitments and ceremonies.</p> <p>CCBC Employment Monitoring Report as at 31<sup>st</sup> March 2015 indicated that of 4,312 permanent or fixed term employees, 840 stated they were Christian, 381 had no religion and 2'895 had not stated their religion. 136 employees had indicated other religions</p>
Sexual Orientation	<p>We are not aware of any issues that will be raised through the implementation of this Protocol.</p>

Gender Reassignment	We are not aware of any issues that will be raised through the implementation of this Protocol.
Marriage & Civil Partnership	Employment Monitoring Report 2014 -2015 shows that there are 2,510 employees are married or in civil partnerships. There will be no negative impact on employees who are married in civil partnership or single from the implementation of this protocol.
Pregnancy & Maternity	We are not aware of any issues that will be raised through the implementation of this Protocol. The development of flexible working practices will enable managers supporting employees returning from maternity leave to create a suitable return to work programme.
Welsh Language	<p>The latest figures published by CCBC indicate that there are 44,008 people within the county who speak, read, writes or understands Welsh in 2012 (39.4%) over the age of 3. (Source: Conwy in Figures 2014)</p> <p>43% of all staff have their Welsh Language ability recorded in the iTrent system. Of those, 32.79% have recorded their Welsh Language ability as Level 3-5, 34% have recorded their Welsh Language ability as Level 2-3 and 24% as Level 0.</p> <p>The Workwise Protocol will be published bi-lingually and have no negative impact.</p> <p>Services will continue to be delivered bi-lingually and there will be no negative impact to stakeholders.</p>
Other (please state)	

6. Summarise the additional relevant data, research and performance management information you already have:

<b>Data / Information</b>	<b>Examples</b>
<p>The Protocol has been developed from examples of good practice from within CCBC and other Authorities. Draft versions of the documents have been circulated to members of the Modernisation Programme Officers Group, Staff Council, Unions, Audit and has been endorsed by the Modernisation Programme Board Feedback from pilot surveys. CCBC Employment Monitoring Report 2014 - 2015 .</p>	<p>Initial EIA Screening Complaints Compliments Service User data Service User Feedback Inspections or Audits</p>
<b>Research or Comparative Information</b>	<b>Examples</b>
<p>Research from other Authorities across UK and Wales including Anglesey, Cheshire West, Denbighshire, East Riding, Eastbourne, Fife, Flintshire, Monmouthshire, Northamptonshire, Norwich, Rochdale, Surrey, Taunton Dean, Warwickshire and Wrexham as well as the Cabinet Office. Conwy in Figures 2014 CIPD</p>	<p>Service User Surveys Studies by Government departments or professional bodies Census data Service based projects and research How Fair Is Wales (EHRC data)</p>

7. Have you complied with the duty to Engage as described at the start of this section and are you sufficiently informed to proceed?

Yes  No  **(please cross as appropriate X)** If Yes, please proceed to Step 3

If No, you may wish to consider pausing at this point while you undertake engagement activities (which you should add to your action plan – Step 6). Please incorporate any information you have obtained from this additional activity in the box below and state what the key findings were :

The original document was shared with staff and made available via the Corporate Intranet site via the Draft Policies area. The review of the protocol in 2016 saw specific one to one engagement with a member of staff who had raised some concerns in relation to the workwise principles as well as with the Authority's Equalities Officer. Further feedback has been gained through Embedding Change training delivered to employee groups as they roll out workwise.

### **STEP 3 - Procurement and Partnerships**

The public sector General Duty means all public authorities need to consider the needs of different groups when designing and delivering public services. This duty also applies to private sector organisations who deliver a public function on our behalf and we need to ensure that those organisations exercise those functions by ensuring our procurement and monitoring of those services complies with the General Duty.

8. Is this policy or practice to be carried out wholly or partly by contractors or in partnership with another organisation(s)?

Yes  No  **(please cross as appropriate X)** If No, please proceed to Step 4

9. If yes, how will you comply with Equality, Human Rights and Welsh Language Legislation? Think about :

#### **Procurement**

- Setting out clear equality expectations in Tendering and Specification documentation
- On what you based your decisions in the award process
- That contract clauses cover legislative equality requirements

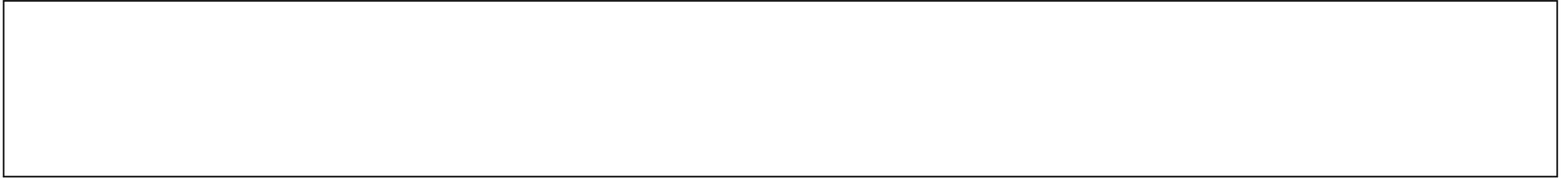
#### **Partnerships**

Who is responsible for :

- Equality Monitoring relevant data
- Equality Impact Assessment
- Delivering the actions from the EIA

- Performance and Monitoring measures are included to monitor compliance

- Ensuring that equality, human rights and Welsh Language legislation is complied with by all partners



## **STEP 4 - Assessing the Impact**

10. Is there any evidence of higher or lower take-up or satisfaction by any group(s), and if so, how is this explained?

Workwise pilots are already in place and feedback is being collected through staff surveys of those operating under the terms of the Protocol.

Information received from the Pilots indicates that in the majority of cases a positive impact on service delivery and staff wellbeing.

Areas of weakness or those requiring further action and attention have been reported through the Modernisation Programme Officer Group to the Programme Board

No group or communities have been excluded as a result of this Protocol. .

11. Does the geography or demography of any groups reveal anything?

The Protocol will apply to all who will adopt the Workwise method of working and this will be applied regardless of geography or demography.

12. Do any rules or requirements or the way the policy or practice is delivered prevent or reduce the likelihood of any groups from use or access or are any other barriers created for them?

Eg: due to limited income, location, times of availability, access to buildings, information or language, eligibility rules, dress code, cultural issues

During the completion of the original EIA we were not aware of any barriers and this was supported by feedback from Pilot groups. During the review of this protocol specific issues were raised in relation to Disability and the access to appropriate desks. As an outcome of this dialogue a survey of all Services was undertaken to identify the number of 'specialist' desk users currently within Services. The data from which will inform the purchase and location of specialist desks for appropriate users.

13. Can any of these limitations be justified on the grounds of advancing equality of opportunity or fostering good relations between those who share a protected characteristic and those who do not?

N/A

14. Do any of these limitations amount to unlawful discrimination?

Yes  No  Not Sure   
**(please cross as appropriate X)**

If you answered Yes or Not Sure, please state on the table below, which protected group(s) it applies to and if possible explain why (including likely impact or effects of this proposed change):

Race	Black Minority Ethnic groups Gypsies / Travellers Language
Disability	Mobility Dexterity Blind or Visually impaired Deaf or Hearing impaired Mental Health Learning Disabilities
Sex	Men Women
Age	Older People Children Young People
Religion & Belief	Faith communities
Sexual Orientation	Gay Lesbian Bi-sexual Heterosexual
Gender Reassignment	A person who proposes to, starts or has changed his or her gender

Marriage & Civil Partnership	
Pregnancy & Maternity	
Human Rights	Right to Education, Private and Family Life, Protection of property, etc
Welsh Speaking Communities	
Other socially excluded groups or communities (please state)	

15. If you answered No to Question 14, do the barriers and limitations amount to a differential impact for certain groups?

Yes  No  Not Sure   
**(please cross as appropriate X)**

16. If you answered Yes or Not Sure to Question 15, please give details in the box below and explain why

N/A

17. Do you have enough information to make an informed judgement?

Yes  No  **(please cross as appropriate X)**

If you answered Yes, please justify:

The Protocol applies to all staff who work in the Workwise way and internal consultation has taken place and continues to do so informally during the delivery of Embracing Change training to staff and through staff roadshows.  
Information collected during the Staff Survey 2015 recorded that 70% of those who responded said their manager had discussed the workwise programme with the team.

Other data collected in the staff survey reported that change management continues to improve. This is an important achievement considering the large scale changes that have taken place since the 2013 survey and supports the knowledge and communication of change have increased.

- 65% of staff think that changes are planned and delivered well, up from 61% in 2013 and 42% in 2010.
- 59% think that the reasons for change have been effectively communicated, up from 54% in 2013.N/A

If you answered No, what information do you require about protected groups?

18. Is it possible to get the information needed quickly and easily, or should data collection be included in the action plan? Please give details below:

Any additional information can be provided quickly and easily if required.

## **STEP 5 – Dealing with Adverse or Unlawful Impact and Strengthening the Policy or Practice**

In this section, you will consider whether there are any measures to reduce or remove any adverse impact. You should also explore other ways of achieving the same goal and / or alternative means of delivering a service to meet the needs of different groups.

19. What measures can you introduce to the policy or practice which could reduce or remove any unlawful impact or disadvantage?

The Protocol will be reviewed regularly. Any issues raised through staff surveys will be dealt with through the Modernisation Delivery Group and the Modernisation Programme Board. Employees should also take personal responsibility to raise any issue they experience or witness with their line manager.

20. What measures could be included to strengthen the policy/practice and foster good relations and advance equality of opportunity?

The CCBC Equalities Officer has already had the opportunity to review and have input to the Protocol and this dialogue will continue in the event of any changes being made.

21. What actions could you take to achieve the same goal by an alternative means?

Collaboration with neighbouring North Wales Authorities has already taken place in the development of the Protocol. This will continue and the sharing of the Protocol document and EIA could be arranged if required.

## **STEP 6 – Action Plan**

Please outline below the actions you will take to progress your proposal. These might involve carrying out additional Engagement/Involvement activities, collecting Equality data where this was not readily available to help with this EIA, undertake data analysis from future data obtained to monitor the impact of this policy/practice on an ongoing basis, any actions you need to take to ensure procurement complies with the General Duty, any arrangements you need to put in place to monitor and review the impact of this policy/practice in future, and so on.

<b>Action</b>	<b>Measure of Success</b>	<b>Timeframe</b>	<b>Lead Responsibility</b>	<b>Add to Service Plan (✓)</b>
<b>Actions to be taken before EIA and policy/practice can be signed off</b>				
Consultation with Staff Council and Unions		Staff Council on 15.9.15	Emma Roberts/Debbie Anchors (pre 2016)/Cheryl Roberts	
Discussion and review at Programme Officer Group, SMT, SLT, Managers Forum and endorsement by Programme Board.		Feb '15 - Audit Feb '15 - Modernisation Programme Board Sept '15 Managers Forum Oct '15 Management of Programmes and Projects Forum	Emma Roberts/Debbie Anchors	
Initial staff consultation and survey				

<b>Actions after EIA and policy/practice signed off</b>				
Regular staff surveys		Every 8-9 months	Business Change Workstream	
Regular review and updates as the Protocol is rolled out to Services		In line with the Modernisation Programme Service rollout plan	Business Change Workstream	
Communicate to staff regarding launch of Protocol and any changes made.	This will include publication on the intranet and discussion at Team Meetings			
Formal review of Protocol after a period of three years.		January 2020	Emma Roberts/Cheryl Roberts	x

**STEP 7 – Decision To Proceed**

22. Using the information you have gathered in steps 1 – 5 above, please state on the table below whether you are able to proceed with the policy or practice and if so, on what basis?

*(please cross as appropriate X)*

Decision		Action
<input checked="" type="checkbox"/> Yes	Continue with policy or practice in its current form	Complete the Monitoring and Review section (Step 8) to ensure the outcomes are monitored and regularly reviewed
<input type="checkbox"/> Yes	Continue with policy or practice but with amendments for improvement	Complete Action Plan and Monitor and Review sections (Steps 6 & 8) to continually assess impact
<input type="checkbox"/> Yes	Continue with policy or practice but with amendments to remove any areas of adverse impact as identified in Step 5	Complete Action Plan (Step 6) to address any areas of adverse impact and Monitor and Review (Section 8) to continually assess impact
<input type="checkbox"/> No	Abandon this policy or practice as it is not possible to address the adverse impact, and consider alternative ways of addressing the issues	Complete Action Plan to address any issues resulting from abandoning policy and to deal with the adverse impact identified

**STEP 8 – Arrangements for Monitoring Outcomes and Reviewing Data**

The EIA process is an ongoing one that doesn't end when the policy/practice and EIA is agreed and implemented. There is a specific legal duty to monitor the impact of policies/practices on equality on an ongoing basis to identify if the outcomes have changed since you introduced this new policy or practice.

23. Please outline below what arrangements you will make to monitor and review the ongoing impact of this policy or practice :

<b>Monitoring and Review arrangements</b> (including where outcomes will be recorded)	<b>Timeframe &amp; Frequency</b>	<b>Lead Responsibility</b>	<b>Add to Service Plan (✓)</b>
Monitoring the application of the protocol is continuous as workwise is rolled iut to services in accordance with the programme plan. Any issues which arise which might require a review will be reported to the Business Change Workstream and if necessary through the Modernisation Programme	Ongoing	Angela Edwards/Cheryl Roberts	

**STEP 9 – Publishing the Equality Impact Assessment**

Please arrange for this completed EIA to be agreed by your Head of Service, refer to the EIA Policy regarding publishing arrangements and return a copy to the HR and Equality Officer.