

Record of Equality and Rights Impact Assessment

Part 1: Background and Information

(a) **Background Details** - Please list ERIA background details:

ERIA Title and Summary Description:	Strategy and Insight – Organisational Review		
Service Area:	Division:	Director/Head of Service/ Senior Service Manager:	Service Area Reference No.
Chief Executive	Strategy and Insight	Laurence Rockey	2018CEO147

(b) **What is being impact assessed?** Describe the different policies or services (i.e. decisions, projects, programmes, policies, services, reviews, plans, functions or practices that relate to the Corporate ERIA Title):

Policies and Services	Date ERIA commenced
Strategy and Insight – Organisational Review	1 November 2017

(c) **ERIA Team** - Please list all ERIA Team Members:

Name	Organisation / Service Area
1. Ema Laughton	HR
2. Chris Highcock	Elections Manager
3. Laurence Rockey	Head of Strategy and Insight

Part 2: Evidence and Impact Assessment

(a) Evidence Base – Please record the evidence used to support the ERIA. Any identified evidence gaps can be recorded at part 3(i). Please allocate an abbreviation for each piece of evidence.

Evidence	Abbreviation
2. Proposed Structure	ST
3. Existing staff terms and conditions	T&C
4. Draft Job descriptions	JD
5. Existing Job evaluations	JE
6. Draft Protocol for Assignment to Posts	PAP
8. City of Edinburgh Council Organisational Review Procedure	OR
9. City of Edinburgh Council Recruitment & Section Policy	R&S

(b) Rights Impact Assessment – Summary - Please describe all the identified enhancements and infringements of rights against the following ten areas of rights. Please also consider issues of poverty and health inequality within each area of rights:

Life	Health	Physical Security	Legal Security	Education and Learning	Standard of Living	Productive and Valued Activities	Individual, Family and Social Life	Identity, Expression and Respect	Participation, Influence and Voice
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Please indicate alongside each identified enhancement or infringement the relevant policy or service (see Section 1b) and relevant evidence (see Section 2a).

Summary of Enhancements of Rights

Rights to Legal Security

The Review will follow the Council's Organisational Review Procedure and Recruitment and Selection Policy (both of which have been impact assessed) to make sure all staff are treated with equality and non-discrimination before the law. **(OR, R&S)**

Rights to Education & Learning

The review will embrace the Council's Performance Framework when development needs will be agreed and supported. **(T&C)** With a specific training programme developed as part of the future service delivery model.

Rights to Productive and Valued Activities

Draft job descriptions have been prepared and will be evaluated in accordance with the Council's Pay & Grading Scheme. **(JD, JE)**

Annual performance conversations will agree individual objectives which are aligned to the Council's strategic outcomes and priorities. The Council's Contribution Based Pay Scheme will be applied to determine annual increments and spinal column point placement. This working time payments allocated where required by law. **(T&C)**

Rights to Participation, Influence and Voice

Staff within scope and Trade Unions are being formally consulted on various elements of the review: terms of reference; structure; job descriptions; working patterns and assignment

protocol. The 45-day consultation period allows time for meaningful engagement and feedback on all of these elements. **(ST, JD, PAP)**

Summary of Infringement of Rights. Can these infringements be justified? Are they proportional?

No infringement of the ten areas of rights has been identified.

(c) Equality Impact Assessment – Summary - Please consider all the protected characteristics when answering questions 1, 2 and 3 below. Please also consider the issues of poverty and health inequality within each protected characteristic:

Age	Disability	Gender Identity	Marriage / Civil partnership	Pregnancy Maternity	Race	Religion/ Belief	Sex	Sexual Orientation
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1. Please describe all the positive and negative impacts on the duty to eliminate unlawful discrimination, harassment or victimisation. Please indicate alongside each identified impact the relevant policy or service (see Section 1b) and relevant evidence (see Section 2a).

Positive Impacts

The Review will follow the Council’s Organisational Review Procedure and Recruitment and Selection Policy to make sure all staff are treated with equality and non-discrimination before the law. **(OR, R&S)**

The review will seek to continue to allow flexible and part-time working arrangements. **(ST, T&C)**

Negative Impacts

No negative impacts identified

2. Please describe all the positive and negative impacts on the duty to advance equality of opportunity (i.e. by removing or minimising disadvantage, meeting the needs of particular groups that are different from the needs of others and encouraging participation in public life)? Please indicate alongside each identified impact the relevant policy or service (see Section 1 b) and relevant evidence (see Section 2 a).

Positive Impacts

Staff will be assigned to posts in the new structure in accordance with the Protocol for Assignment to Posts. Posts which are not filled through direct match or assignment will be subject to a recruitment process in line with Council procedure. **(PAP, OR, R&S)**

Negative Impacts

An Equalities Impact Assessment was undertaken on the Council’s voluntary early release arrangement; redundancy procedure and redeployment procedure in 2010. It highlighted that the application of each of these policies in the current economic situation will mean that there is a high probability that all staff, including those from specific equalities domains, will suffer

heightened stress as a result of their application. Support will be offered to staff through the development and implementation of and stress risk management plans. The Employee Assistance Programme and Career Transition Service can also support staff in the change process. Specific awareness training for Managers and staff has been arranged for the consultation period.

3. Please describe all the positive and negative impacts on the duty to foster good relations (i.e. by tackling prejudice and promoting understanding)? Please indicate alongside each identified impact the relevant policy or service (see Section 1 b) and relevant evidence (see Section 2 a).

Positive Impacts

The new Structure will consider and incorporate the following:

- A skilled, responsive, and robust Strategy and Insight function:
 - To provide direction to the Council informing, policy decisions with acute focussed research;
 - To provide key infrastructure to support decision making;
 - To offer insightful intellectual analysis of operations; and
 - To engage with stakeholders across the City, the Region, the nation and internationally.

This should enhance the nature of all roles and improve staff morale.

Negative Impacts

No negative impacts have been identified.

Part 3: Evidence Gaps, Recommendations, Justifications and Sign Off

(i) Evidence Gaps - Please list all relevant evidence gaps and action to address identified gaps.

Evidence Gaps	Action to address gaps
1. None identified	
2.	
3.	
4.	
5.	

(ii) Recommendations - Please record SMART recommendations to (i) eliminate unlawful practice or infringements of absolute rights, (ii) justify identified infringements of rights or (iii) mitigate identified negative equality impacts.

Recommendation	Responsibility of (name required)	Timescale
1. Complete the staff/union consultation to finalise the terms of reference, job descriptions and Protocol for Assignment to Posts.	Laurence Rockey (supported by HR)	November 2017
2. Ensure views of staff/unions are taken into account.	As above	Nov/Dec
3. Ensure inclusive engagement for those with protected characteristics – to be included in guidance for stakeholder engagement.	As above	Nov/Dec

(iii) Sign Off - I, the undersigned, am content that: (i) the ERIA record represents a thorough and proportionate ERIA analysis based on a sound evidence base, (ii) the ERIA analysis gives no indication of unlawful practice or violation of absolute rights, (iii) the ERIA recommendations are proportionate and will be delivered, (iv) the results of the ERIA process have informed officer or member decision making, (v) that the record of ERIA has been published on the Council’s website / intranet or (vi) that the ERIA record has been reviewed and re-published.

Date	Sign Off (print name and position)	Reason for Sign Off (please indicate which reason/s from list (i) to (vi) above)
101117	Laurence Rockey Head of Strategy and Insight	(i), (ii), (iii), (iv) and (v)