

**EQUALITY IMPACT ASSESSMENT – INITIAL SCREENING TEMPLATE (IST)**

Initial screening needs to take place for all new/revised Council policies. The word ‘policy’, in this context, includes the different things that the Council does. It includes any policy, procedure or practice - both in employment and service delivery. It also includes proposals for restructuring, redundancies and changes to service provision. This stage must be completed at the earliest opportunity to determine whether it is necessary to undertake an EIA for this activity.

<b>Name of Policy:</b>	Performance Related Increments (PRI) Policy
<b>Lead Officer (responsible for assessment):</b>	Kathy Batey, HR & Facilities Services Manager
<b>Department:</b>	HR & Facilities
<b>Others Involved in the Assessment (i.e. peer review, external challenge):</b>	Richard Quayle, Director (Support Services)
<b>Date Initial Screening Completed:</b>	28.02.15

- (a) **What is the policy trying to achieve?** i.e. What is the aim/purpose of the policy? Is it affected by external drivers for change? What outcomes do we want to achieve from the policy? How will the policy be put into practice?

The new Performance Related Increments (PRI) Policy is designed to recognise and reward individual high performance by providing an opportunity for staff to receive an extra 1% of basic salary (as a one-off lump sum payment) for ‘Outstanding’ Performance and for those not at the top of their salary scale, an increment for ‘Excellent’ or ‘Outstanding’ Performance. Historically, progression through incremental spinal column points has been automatic, with increments awarded on a time served basis until the maximum spinal column point has been reached. It is proposed that the final automatic increase will be paid to staff in April 2015, when the new appraisal scheme will be implemented and all employees within the scope of this policy will move to a scheme of PRI from 1<sup>st</sup> April 2016.

Employees will be awarded an increment and/or lump sum payment based on the overall rating from their annual appraisal, subject to moderation by the PRI Panel.

The PRI panel will comprise of the Chairman or Vice Chairman of the Regulatory and Support Services Committee, the HR Service Delivery Champion and a representative from Management Team, HR and Unison. The PRI panel will be responsible for the monitoring of decisions made for equality purposes.

- (b) **Who are its main beneficiaries?** i.e. who will be affected by the policy?

All employees will be directly affected by the introduction of the new appraisal scheme and PRI policy.

- (c) Is this assessment informed by any information or background data?** i.e. consultations, complaints, applications received, allocations/take-up, satisfaction rates, performance indicators, access audits, census data, benchmarking, workforce profile etc.

**Workforce Profile:**

At the end of September 2014, the Council had 186 members of staff, 123 (66.3%) of whom were female and 63 (33.7%) were male. Of those 186 staff, 81 worked on a part time basis, accounting for 43.5% of our total workforce. 67 (82.7%) of those part time staff were female and 14 (17.3%) were male.

The age distribution of the workforce at that time is shown below:

Age Range	No of Employees	%
18-24	6	3.24%
25-34	29	15.68%
35-44	38	20.54%
45-54	66	35.68%
55-64	37	20.0%
65-74	8	4.32%
Over 75	1	0.54%

8% of the workforce were recorded as being from an ethnic minority group, as shown below:

White Irish	4
Any other white background	6
White and Black Caribbean	1
White and Black African	2
White and Asian	1
Any other mixed background	1

Nine employees, representing 4.8% of the workforce, were recorded as having a disability.

- (d) Does this policy have the potential to cause a positive or negative impact on different groups in the community, on the grounds of any of the protected characteristics (please tick all that apply):**

**Ethnicity**  
**Gender**  
**Disability**  
**Gender Reassignment**  
**Pregnancy & Maternity**

X
X
X
X

**Age**  
**Religion or Belief**  
**Sexual Orientation**  
**Marriage & Civil Partnership**  
**Caring Responsibilities**

X
X

**Please explain any impact identified:** i.e. What do you already know about equality impact or need? Is there any evidence that there is a higher or lower take-up by particular groups? Have there been any demographic changes or trends locally? Are there any barriers to accessing the policy or service?

The potential impact on any of the above protected characteristics has been considered throughout the development of the proposed policy and has resulted in the following:

1. The number of performance indicators (measure of outputs) have been limited to five, although additional ones can be added if deemed essential for that particular year. This will

- ensure that energy and effort is being directed in the right direction and towards the achievement of important priorities for the Council. The requirement to set a performance requirement against every accountability in the job profile for the post has been removed.
2. The introduction of performance requirements (general and management) enables Appraisers to assess performance against actions and behaviours (in addition to outputs), that are relevant to all jobs on the Council's establishment.
  3. Recognition that staff may be absent from work due to maternity/paternity and adoption leave, long term sickness, career breaks and absence due to a recorded disability and sets out how the rating scheme will be applied in these circumstances.
  4. There will be no restriction applied (ie. quota) on the number of people that can achieve either an "Excellent" or "Outstanding" rating. The budget for incremental progression will continue to be based on the number of staff eligible for an increment in that particular year plus an enhancement to cover the lump sum payments of 1% of basic salary. Actual cost will be based on individual performance as assessed through the performance appraisal process and subject to final decisions made by the Moderation Panel.
  5. Discussions at the appraisal meeting will be based on evidence not on personalities or subjective views.
  6. In recognition that the majority of staff have been employed by the Council for many years and are at the top of their pay scale, the scheme includes the payment of 1% of basic salary (as a one-off lump sum payment) to those staff who achieve an 'outstanding' rating. Those not at the top of their pay scale will also receive an increment plus a one-off lump sum payment of 1% of basic salary for "Outstanding" performance. Staff will be eligible to receive the lump sum payment each and every time an award of "Outstanding" is achieved.
  7. A moderation panel will be established comprising of the Chairman or Vice Chairman of the Regulatory & Support Services Committee, HR Member Champion and a representative from Management Team, HR and Unison who will, acting in partnership, review provisional ratings to ensure that the scheme is applied fairly across the Council. The decisions made will be reviewed by the panel to ensure that there is no discrimination or bias in relation to ethnicity, gender, disability, sexual orientation, religion or belief, age, trade union membership or pattern of employment (ie. part time or flexible working).
  8. Regular 1:1 with line managers and a formal Mid Term Review will ensure that staff receive regular feedback on their progress against the performance indicators and requirements and ensure that agreed training and development needs are met.
  9. The Council's training and development activities and plans will be developed from the completed individual training and development plans each year and reviewed throughout the year.
  10. All staff will receive training on the new Performance Management (Appraisal) Scheme and PRI Policy.
  11. Any employee concerns regarding the accuracy or fairness of their appraisal can be raised in accordance with the Council's Grievance Procedure. In these circumstances the grievance will be considered by a senior manager who has not been involved in the appraisal process.

The scheme ensures that all employees have an equal opportunity to achieve performance indicators and demonstrate the required standards to progress through the pay scale and/or receive a one-off lump sum payment in recognition of their "Excellent" or "Outstanding" performance.

- (e) Does the policy affect service users or the wider community?
- (f) Does the policy have a significant effect on how services are delivered?
- (g) Will it have a significant effect on how other organisations operate?
- (h) Does it involve a significant commitment of resources?
- (i) Does it relate to an area where there are known inequalities, e.g. disabled people's access to public transport etc?

NO

NO

NO

NO

NO

If you have answered **YES** to any of the questions above, then it is necessary to proceed with a full equality impact assessment (EIA). If the answer is **NO**, then this judgement and your response to the above questions will need to be countersigned by your Director and then referred to the Council's Equal Opportunities Working Group (EOWG) for scrutiny and verification. Please forward completed and signed forms to the Senior HR Officer.

***Signatures:***

***Completing Officer:*** \_\_\_\_\_ ***Date:*** \_\_\_\_\_

***Director:*** \_\_\_\_\_ ***Date:*** \_\_\_\_\_