

# Equality Impact Assessment

## Appendix 3

<b>Section 1: Identifying details</b>
Your function, service area and team: <a href="#">Organisational Development &amp; People</a>
If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: <a href="#">N/A</a>
Title of policy or decision: <i>Securing future resourcing services, encompassing talent attraction, on-boarding and talent management for ECC's core and periphery workforce.</i>
Officer completing the EqlA: <a href="#">Natalie Quickenden</a> Tel: 033301 36807 Email: <a href="mailto:Natalie.quickenden@essex.gov.uk">Natalie.quickenden@essex.gov.uk</a>
Date of completing the assessment: <a href="#">20 September 2018</a>

<b>Section 2: Policy to be analysed</b>	
2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p><a href="#">New Decision</a></p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p><a href="#">To progress the recommendations for future resourcing services</a></p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p><a href="#">Continuation of best value services by brining permanent recruitment services in house and procuring temporary worker supply services via existing OJEU frameworks whilst a longer term solution for this service is fully explored.</a></p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> <li>• service users</li> <li>• employees</li> <li>• the wider community or groups of people, particularly where there are areas of known inequalities?</li> </ul> <p><a href="#">The decision will affect internal service users, candidates for employment, new starters and internal transfers.</a></p> <p>Will the policy or decision influence how organisations operate?</p>



	Yes
2.4	Will the policy or decision involve substantial changes in resources?  Yes
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?  This decision relates to delivery of our workforce strategy and associated activities.

### Section 3: Evidence/data about the user population and consultation<sup>1</sup>

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>Full MI available and published annually on permanent applications, shortlist and offers by age/gender/ethnicity and disability. We analyse this against the Essex working age population by Census or other ONS data sets. Data is gathered on religion/belief and sexual orientation where provided by applicants.</p> <p>There are several populations that could be affected by the resourcing services procured by ECC; these include:</p> <ul style="list-style-type: none"> <li>• Our employees including internal applicants and hiring managers and senior leaders</li> <li>• The temporary workforce including agency and interim workers</li> <li>• External applicants, a majority of whom live in Essex.</li> </ul> <p>As at August 2018 our workforce of approximately 6,600 permanent and fixed term employees reflected the following profile:</p> <p><u>Employees:</u></p>
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<sup>1</sup> Data sources within EEC. Refer to Essex Insight:  
<http://www.essexinsight.org.uk/mainmenu.aspx?cookieCheck=true>  
 with links to JSNA and 2011 Census.

	<p>Just over 90% live in Essex Just under 40% are over 50 3.5% reported they have a disability 11% are from ethnic minority backgrounds Just over 30% are part-time Voluntary turnover is around 10% Around 30% of our leavers have less than 3 years' service There are just over 400 employees who have 'hiring manager' status</p> <p>Around 30-40% of our recruitment activity is internal, and we currently process around 2,000 applications per month, with the number of new starters ranging from 70-100 each month.</p> <p><u>Temporary workers:</u></p> <p>Around 10% of our workforce is made up of agency and interim workers engaged through Capita Resourcing.</p> <p>In August 2018 there were over 800 temporary workers compared with a usual run-rate of between 700-750 workers. The high number of workers in this month was due to National Citizen Service and seasonal work including Essex Outdoors; this number will decrease through September 2018.</p> <p>The average length of engagement for temporary workers is 1.82 years; tenure is highest in the infrastructure and environment function (just over 3 years), and lowest in the organisation design and people function (just over 6 months).</p> <p>Information on disability and ethnicity are not collected routinely.</p> <p><u>Essex Population Profile</u></p> <p>The population of Essex in 2011 (Census) was nearly 1.4m, a rise of ~6% since the previous census in 2001; and early 20% of the population was over 65, a rise of ~17% since the previous census.</p> <ul style="list-style-type: none"><li>• Nearly 95% of the Essex population were white; and the next biggest proportion of residents was Indian (0.9% compared with 2.5% in England and Wales) and African (0.9% compared with 1.8% in England and Wales).</li><li>• Around 17% of people reported health limits to their daily activities.</li><li>• In 2011 there were fewer people with a level 4 qualification or higher e.g. Bachelor's degree (23.0%, 260,645) than people with no qualifications (23.9%, 270,901).</li></ul> <p><u>Conclusion</u></p>
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	<p>The increasing age profile of the Essex population will have an effect on our ability to attract, recruit and retain suitably qualified people; and so our attraction and resourcing strategies will need to secure new talent in creative ways. If unplanned turnover remains at around 10%, we will need to attract people from outside of Essex. We must also do more to attract a diverse workforce, encouraging innovation and improvements in our services. Our resourcing services will need to embrace our commitments and support the programme of work to help maintain our disability confident status. We will also expect the temporary worker supplier(s) to be socially responsible, working closely with agencies to maintain pathways into employment.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>A stakeholder plan was established which sets out each of the key stakeholder groups, their likely influence and impact, interests and associated risks and mitigations; the plan also outlines how we will engage with them.</p> <p>The overall views from stakeholder are that the services need to provide better value for money; and more proactive and flexible to meet the Council's changing needs and the challenges it faces. Access to adaptable, accessible, user-friendly technology which achieves improved candidate experience is also a strong theme. Consultation has been face to face or on line to ensure individuals can record their views in a format that suits them. This is underpinned by the requirement for quality and consistency.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary. Please include any reasonable adjustments, e.g. accessible formats, you will provide as part of the consultation process for disabled people: <b>N/A</b></p>

## Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low



Disability – learning disability	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Disability – mental health issues	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Disability – physical impairment	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Disability – sensory impairment (visual, hearing and deafblind)	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Gender/Sex	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Gender reassignment	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Marriage/civil partnership	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Pregnancy/maternity	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Race	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Religion/belief	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
Sexual orientation	Neutral – the services will be specified to ensure any potential discrimination is eliminated	Low
<b>Cross-cutting themes</b>		
<b>Description of impact</b>	<b>Nature of impact</b> Positive, neutral, adverse (explain why)	<b>Extent of impact</b> Low, medium, high



		(use L, M or H)
Socio-economic	Whilst the current supplier's team (Capita Resourcing) are based in Seax House Chelmsford, and a majority of the staff also live in Essex, redundancy would be mitigated as TUPE would apply.	<b>Low</b>
Environmental, eg housing, transport links/rural isolation	Neutral – there are no environmental factors associated with this decision as it is assumed that any services can be provided at an appropriate location and supported by technology.	<b>Low</b>

## Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input type="checkbox"/>	
		Yes <input checked="" type="checkbox"/>	If 'YES', use the action plan at <b>Section 6</b> to describe the adverse impacts and what mitigating actions you could put in place.

## Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
Socio-economic	The impact will be mitigated in so far as practicable - .e.g. TUPE Transfer.	Activity will commence during the transition period (planned June to September 2019)



## Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.  
(A typed signature is sufficient.)**

Signature of Director: [Pam Parkes](#)

Date: 20 September 2019

Signature of person completing the EqlA: [Natalie Quickenden](#)

Date: 20 September 2019

## Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

