

## Appendix D - Equality Impact Assessment (Organisation Strategy)

### Context

1. Under s.149 of the Equality Act 2010, when making decisions, Essex County Council must have regard to the Public Sector Equality Duty, i.e. have due regard to:
  - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act;
  - advancing equality of opportunity between people who share a protected characteristic and those who do not; and
  - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
  - age
  - disability
  - gender reassignment
  - marriage/civil partnership
  - pregnancy/maternity
  - race
  - religion/belief
  - sex/gender
  - sexual orientation
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. The EqIA will be published [online](#):
8. All **Cabinet Member Actions, Chief Officer Actions, Key Decisions and Cabinet Reports must be** accompanied by an EqIA.
9. For further information, refer to the EqIA guidance for staff.
10. For advice, contact:  
Shammi Jalota [shammi.jalota@essex.gov.uk](mailto:shammi.jalota@essex.gov.uk)  
Head of Equality and Diversity  
Corporate Law & Assurance

**Section 1: Identifying details**

Your function, service area and team: Corporate Development, Corporate Strategy, Strategy Team

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team: NA

Title of policy or decision: Refreshed Essex Organisation Strategy

Officer completing the EqlA: Petra Crees Tel: 0333 013 6161 Email: petra.crees@essex.gov.uk

Date of completing the assessment: 15 January 2018

**Section 2: Policy to be analysed**

Is this a new policy (or decision) or a change to an existing policy, practice or project?

Change to an existing policy.

Describe the main aims, objectives and purpose of the policy (or decision):

The Essex Organisation Strategy sets out how the organisation will work and what it will achieve over the next four years. It defines the organisation's priorities and areas of focus.

What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?

The outcomes are our four strategic aims:

1. Enable inclusive economic growth

2. Help people to get the best start and age well
3. Help to create great places to grow up, live and work
4. Transform the council to achieve more with less

Does or will the policy or decision affect:

- service users
- employees
- the wider community or groups of people, particularly where there are areas of known inequalities?

All of the above

Will the policy or decision influence how organisations operate?

Yes, through changing how we commission and fund service delivery with partner organisations and community and voluntary groups.

Will the policy or decision involve substantial changes in resources?

The Strategy will be used to inform resource allocation across the authority in a joined up business planning and budgetary process. This has been detailed in the 18/19 Organisation Plan which is subject to its own EqIA.

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?

The agreed Strategy defines the corporate outcomes over a four year period and shapes decision-making and resource allocation. It has been used to drive Functional Business Plans owned by each of the Executive Directors, service plans and individual employee supporting success objectives in a simplified business planning process that strengthens the golden thread through the organisation.

Other strategies that will be influenced by the Organisation Strategy are the Workforce Strategy, Digital Strategy and Re-imagining Commissioning Report.

The changes in the refreshed strategy provide greater detail on how we will achieve the organisational change required to deliver corporate outcomes and includes agreed end states for each of those outcomes.

### 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

What does the information tell you about those groups identified?

We can provide a socio-economic analysis of the groups likely to be affected

<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>by the delivery of the Organisation Strategy on request as follows:</p> <ol style="list-style-type: none"> <li>1. <a href="#">Effective and efficient organisation</a></li> <li>2. <a href="#">Sowing the seeds for future success</a></li> <li>3. <a href="#">An unbalanced age</a></li> <li>4. <a href="#">Changing demand for skills</a></li> <li>5. <a href="#">Lifestyle related diseases</a></li> <li>6. <a href="#">Recurrent care</a></li> <li>7. <a href="#">The London effect</a></li> <li>8. <a href="#">Infrastructure and economic growth</a></li> </ol>
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>Although individual/community groups have not been consulted in relation to the Organisation Strategy, it has been influenced by the Essex Vision which has been developed with extensive engagement with Essex residents, businesses, partner organisations and voluntary groups. This <a href="#">report</a> contains detailed information on who was consulted and included young people, the voluntary sector and businesses.</p> <p>New Equality objectives have also been included in the refreshed Strategy and these have been through an extensive consultation process both with ECC employees, the wider Essex public and voluntary and community groups.</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:</p> <p>See 3.2 When the Strategy was launched a range of accessible methods were used for engaging with the public including the development of an easy read version of the Strategy. This will be updated to include the new content.</p>

<b>Section 4: Impact of policy or decision</b>		
Use this section to assess any potential impact on equality groups based on what you now know.		
<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)
Age	Positive - Different parts of the Strategy have a specific focus on particular age groups where appropriate but the overall balance of the Strategy does not favour one age group over another. For example, there are focuses on young	H

	people in respect of safety and education, adults for skills retraining and housing and the elderly in respect of care and support.	
Disability – learning disability	Positive – The Strategy specifically acknowledges the needs of people with learning disabilities	H
Disability – mental health issues	Positive – Mental Health needs are recognised in several places in the Strategy both specifically and generally as part of our aim to improve the health of residents in Essex.	H
Disability – physical impairment	Positive – Whilst physical impairment is not mentioned specifically, it does form part of the aims around improving health and supporting people to live independently	M
Disability – sensory impairment (visual, hearing and deafblind)	Positive – Whilst sensory impairment is not mentioned specifically, it does form part of the aims around improving health and supporting people to live independently	M
Gender/Sex	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of gender/sex	L
Gender reassignment	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of gender	L
Marriage/civil partnership	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of marriage/civil partnership	L
Pregnancy/maternity	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of pregnancy/maternity	L
Race	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of race	L
Religion/belief	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of religion/belief	L
Sexual orientation	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of sexual orientation	L
<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	Positive – the overall aim of the Strategy is to improve outcomes for the residents of	H

	Essex. It looks specifically at improving the resilience of communities, improving health outcomes and life chances/economic prospects.	
Environmental, eg housing, transport links/rural isolation	Positive – The Strategy offers a balance between required development and protecting the environment and access to green spaces. It seeks to improve transport links and infrastructure and enable residents to move more freely around the county	H

<b>Section 5: Conclusion</b>			
		<b>Tick Yes/No as appropriate</b>	
5.1	Does the EqlA 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 checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' <b>YES</b> ', use the action plan at <b>Section 6</b> to describe the adverse impacts and what mitigating actions you could put in place.