



# South Cambridgeshire District Council Equality Impact Assessment (EqIA)

## Introduction – Please read

Equality Impact Assessments (EqIAs) allow the Council to:

- Show that the Council are meeting its legal duty, demonstrating due regard for the provisions of the [Public Sector Equality Duty](#) as below:
  - Eliminate unlawful discrimination, harassment, and victimisation
  - Advance equality of opportunity between those who share a protected characteristic and those who do not
  - Foster good relations between those who share a relevant protected characteristic and those who do not
- Methodically consider and assess the impacts of proposals across the [nine protected characteristics](#)
- Allow the Council to develop and implement high quality proposals that maximise positive outcomes for all.

EqIAs should be completed during the development and review of all Council policies, strategies, procedures, projects or functions. Where there is any doubt, the completion of an EqIA is always recommended.

When the form is completed, please send an electronic copy to [equality.schemes@scambs.gov.uk](mailto:equality.schemes@scambs.gov.uk). Further support and guidance available on Insite or contact the Policy and Performance Team.

# Equality Impact Assessment Complete Form

## Section 1: Identifying Details

- 1.1 Officer completing EqIA:  
Chloe Whitehead
- 1.2 Team and Service:  
HR
- 1.3 Title of proposal:  
Performance Development Policy
- 1.4 EqIA start date:  
03/03/2022
- 1.5 Proposal implementation date:  
01/04/2022
- 1.6 Who will be responsible for implementing this proposal (Officer and/or Team):  
HR department

## Section 2: Proposal to be Assessed

- 2.1 Type of proposal:  
Policy  
If other, please specify  
[Click or tap here to enter text.](#)
- 2.2 Is the proposal:  
Change to an established
- 2.3 State the date of any previous equality impact assessment completed in relation to this proposal (if applicable):  
[Click or tap to enter a date.](#)

2.4 What are the headline aims of the proposal and the objectives that will help to accomplish these aims? (Max 250 words)

The policy will allow us to better support and develop our staff, to achieve the business objectives and support our employees in their professional aspirations. The policy outlines the framework for performance development conversations, and what the expectations are for employees and line managers

2.5 Which of the Council's equality objectives (as detailed in the Council's Equality Scheme) does this proposal link to or help to achieve?

- Identify, prioritise and deliver actions that will narrow the gap in outcomes between disadvantaged groups and the wider community
- SCDC is an employer that values difference and recognises the strength that a diverse workforce brings.
- Protected characteristic groups have a voice and are represented in forming the future shape of the district.
- None.

2.6 Which groups or individuals will the proposal affect:

- Service Users
- Councillors
- External Stakeholders
- Other
- Employees

If other, please specify [Click or tap here to enter text.](#)

2.7 Broadly speaking, how will these groups or individuals be affected? (you will be asked to provide more detail on the specific impacts on different protected characteristic groups later in the form) (max 250 words)

The policy will apply to all staff, and will affect the way that their performance and development is discussed, recorded, and supported.

- 2.8 If any part of the proposal is being undertaken by external partners, please specify how the Council will ensure that they will meet equality standards?  
(Max 250 words)  
[Click or tap here to enter text.](#)

### Section 3: Evidence and Data

- 3.1 Describe any work you have done (this could include consultation) to understand any effects on groups of people, including those within [9 protected characteristic groups?](#) Please list any key sources (e.g. web-search, previous versions of document, customer feedback etc) that you used to reach your conclusions.  
(Max 250 words)

We have consulted with an expert external adviser on performance management, and she conducted focus-group exercises with our employees to ascertain what they wanted the policy to cover and achieve. We have also consulted with our Corporate Management Team and our Leadership Team, to ensure that all levers of the organisation were involved in the review process and were able to give their opinions. In addition, the policy has been reviewed by our Trade Union partners.

- 3.2 If you have not undertaken any consultation, please detail why not, or when consultation is planned to take place.  
(Max 250)  
[Click or tap here to enter text.](#)

## Section 4: Impact of proposal on those with protected characteristics

4.1 Please select all characteristics that may or will be impacted (positive or negative). When providing details of the impact please consider the following questions

- whether each impact is positive, neutral or negative
- whether it is a high, medium or low impact. (both the number of persons affected and the severity of the impact)
- you will be asked to set out actions to manage these impacts in the following question (4.2)

All - general to all protected Characteristics.

Details: [Click or tap here to enter text.](#)

Age

Details: Feedback from staff highlighted that the previous policy placed positive emphasis on development, and suggested that a lack of desire to develop further be seen negatively. However, there are many employees who may not wish to develop further or take any future career development actions, particularly those who may be approaching retirement age. The new policy therefore better differentiates between performance and development, and allows for staff to be more specific about what development they may be interested in.

Disability

Details: The policy includes a section for staff to identify any barriers they have had to performance and development, so that managers and HR can better support colleagues and put measures in place to remove those barriers. Disability may be a barrier to performance and development if the right supports aren't available, so this policy better supports our disabled colleagues. The reviewed policy has also been written in a more accessible way. The new form is to be completed on the HR system, which could be difficult for staff with visual impairments, however the policy



says to contact HR if there are any issues. The previous form was a complicated Word document that staff said could be confusing, so the new process should make it easier to access and understand. We have also reduced the number of formal meetings involved in the process, in order to reduce the pressure and stress placed on both the employee and manager

Gender reassignment

Details: [Click or tap here to enter text.](#)

Marriage and Civil Partnership

Details: [Click or tap here to enter text.](#)

Pregnancy and maternity

Details: The performance development policy is linked to the maternity, paternity, adoption and capability policies, and takes into account the potential impact of pregnancy and related situations on performance. Consideration will be paid to situations such as these. An employee on adoption/maternity leave will not be subject to a performance conversation while on leave, however the manager will meet with them regularly on their return to help identify any supports or development needs (e.g. additional training on changes in procedures or tools that have taken place while on leave). [Click or tap here to enter text.](#)

Race

Details: [Click or tap here to enter text.](#)

Religion and belief

Details: [Click or tap here to enter text.](#)

Sex

Details: [Click or tap here to enter text.](#)

Sexual orientation

Details: [Click or tap here to enter text.](#)

Other (socio economic, rural isolation, covid)

Details There may be some staff who have felt that their economic situation or rural location has affected their development, as it may have made it harder for them to attend training and development opportunities, either at the Council or in the past.

The reviewed policy asks for colleagues to identify any barriers, and enables them to have a conversation with their manager where they can discuss these issues and what supports are available.

None of the above

4.2 Considering the above impacts you have identified above, please detail any actions (specific or general) which may help to enhance or mitigate impacts.

Please include the timescale for completing the action.

Action and timescale	Officer
Provide annual training for both line managers and colleagues on how to give and receive a Performance Development Conversation	HR to organise
Provide guidance and reminders to colleagues during the PD period; HR drop in sessions, Insite updates and HR newsletter information	HR
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.

4.3 How will you monitor that the above actions have been completed and that this proposal, once implemented, is impacting fairly on everyone it affects? In answering this question, please include information about feedback you will seek and/or data you will collect and analyse, and how often you will do this

Following the policy's implementation we will be asking staff for feedback on the reviewed process, and especially the iTrent form. We will then make any necessary adjustments/alterations to ensure there is no negative impact on staff

## Section 5: Summary

5.1 Briefly summarise the key findings of the EqIA and any significant equality considerations that should be taken into account when deciding how to proceed with the proposal (this section can be included within the 'equality implications' section of any committee reports). (Max. 250 words)

The policy will be applied equally and fairly to all employees with scope for personal circumstances to be taken into consideration by the manager and HR. The policy does not discriminate against any of the protected characteristics

5.2 Confirm the recommendation of the officer completing the EqIA:

Proceed with the proposal (with any actions identified as required within Section 4 of the EqIA). Analysis demonstrates that the proposal is robust, we have taken all appropriate opportunities to advance equality and foster good relations between groups.

Reject the proposal: Analysis demonstrates that the proposal will cause unlawful discrimination and it must be removed or changed

## Section 6: Sign Off

6.1 Signature of individual completing EqIA:

Chloe Whitehead

6.2 Date of completion:

01/04/2022

6.3 When will this proposal next be reviewed and who will this be? (when in doubt 3 years minimum)

3 years



6.4 Approving officer signature \*, this should be your Head of Service, Service Area Manager, or Project Sponsor:

*Jeff Membery*

6.5 Date of approval:

11/04/2022

Please send the completed document to [Equality.Schemes@scambs.gov.uk](mailto:Equality.Schemes@scambs.gov.uk) for publishing on the website.

*\*in the event that this EqIA is completed by Head of Service, then no additional approving signature is required.*