



# EQUALITY IMPACT ASSESSMENT

## Partial Assessment Form

<b>Policy, practice, function or project assessed</b>	<b>Performance Management Review</b> A report of the review can be found at <a href="http://scams.moderngov.co.uk/ieListDocuments.aspx?CId=417&amp;MId=5074&amp;Ver=4">http://scams.moderngov.co.uk/ieListDocuments.aspx?CId=417&amp;MId=5074&amp;Ver=4</a>
<b>Lead Officer</b>	<b>Paul Howes/Jackie Sayers</b>
<b>Team</b>	<b>Richard May and Paul Knight</b>
<b>Start date of assessment</b>	<b>12 October 2010</b>
<b>Completion of assessment</b>	<b>21 October 2010</b>

## **A. POLICY, PRACTICE, FUNCTION OR PROJECT TO BE ASSESSED**

### **A1. Please describe what are the main aims, objectives, purpose and intended outcomes of the policy or function?**

This assessment relates to the work of a task and finish group set up by the scrutiny committee to

- Examine performance management techniques used at South Cambridgeshire District Council (SCDC) and the extent to which they drives service improvement
- Recommend how performance management could be used more effectively

### **A2. Is this policy or function associated with any other Council policy or priority?**

Being a listening council, providing first class services accessible to all

### **A3. Who are the intended beneficiaries/stakeholders of the policy or function? How many people are affected and from what sections of the community?**

All 142,400 residents of South Cambridgeshire are expected to benefit from improvements to the way that performance is managed at the Council. Working at or serving a well-managed council would also benefit its officers, in job satisfaction, and councillors in being able to better serve constituents.

### **A4. Is the policy/function corporate and far-reaching?**

Performance management is council-wide; every service is required to manage and monitor performance standards

A5. Are you expecting to make any significant change to the policy or service in the near future? If so, please give details.

The review has recommended the following changes to performance management which could significantly improve performance

Recommendation 1: that staff be trained in the importance of profiling and smart target-setting to ensure that CorVu reports contain accurate, concise information.

Recommendation 2: that a process be developed for ensuring the quality of data recorded in CorVu.

Recommendation 3: that portfolio holders give consideration to reducing the number of indicators they monitor, focusing on strategic issues, outcomes (not outputs) that matter to residents and areas of under-performance.

Recommendation 4: that residents and partners be regularly consulted on which services matter most to them, so that performance information can be provided on those services.

Recommendation 5: that mechanisms be developed for recognising staff achievements, placing an emphasis on timely staff appraisals and the role of Members in celebrating success.

Recommendation 6: that the status and role of the Performance Information Group be clarified and expanded to more actively champion excellent performance and to collaboratively address poor performance.

Recommendation 7: that the Council develops a robust process for consulting residents regarding service and spending priorities in the service planning process, and identifying residents' top five issues of concern.

Recommendation 8: that involvement of front-line staff in the service planning process includes an opportunity for input following residents' consultation and the announcement of the financial settlement.

Recommendations 9: that the Chief Executive develops activities that recognise and reinforce excellent staff performance and achievements.

Recommendation 10: that the project management manual be amended to recommend the use of cross-council project teams

Recommendation 11a: that the performance manual be presented on Insite and via CorVu in a hyperlinked format that aids navigation.

Recommendation 11b: that consideration be given to producing a summary performance manual for staff and members

The Cabinet will be asked on 11 November 2010 to state which recommendations it accepts and when they will be achieved.

**A6. Is this a new or existing policy or function?**

The review runs from July to October 2010; but performance management itself is ongoing

**B. EVIDENCE/ DATA and CONSULTATION**

It is important to consider all information that is available in determining whether the policy or function could have a differential impact. Please attach examples of monitoring information, research or consultation reports.

**B1. What monitoring or other information do you have about relevant target groups, which will show the impact of the policy or function?**

Performance management is an internal process, which has an indirect effect on residents and partners. One of the recommendations relates to external communication of performance information; like all communications, this would need to be impact assessed if implemented.

**B2. Have you compared the data you have with the equality profile of the local population? What does it show?**

This review focuses on services and internal processes, rather than the local population directly. A separate Equality Impact Assessment would be needed for each service.

**B3. Have you identified any improvements or other changes that could be made from monitoring the data?**

N/A

**B4. Have you consulted or involved external stakeholders about the policy or function? If so, what were their views?**

No. The focus of the review was on internal processes.

**B5. Have you undertaken any consultation with staff to assess their perception of any impacts of the policy or function? If so, what has been learnt from them?**

Staff interviewed during the review identified several ways in which the council could improve performance management, which led to the recommendations listed above. No equality and diversity issues were identified.

**B6. Please provide information about any other consultation, research, or involvement undertaken in relation to this impact assessment.**

The review team visited three other councils in search of best practice. These visits identified several ways in which the council could improve performance management, which led to the recommendations listed above. No equality and diversity issues were identified.

**C1. IMPACT OF THE POLICY OR FUNCTION**

Assess the potential impact on each of the following protected characteristics. The impact could be negative, positive or neutral. If you assess a negative impact for any of the groups then you will need to assess whether that impact is low, medium or high. Refer to the evidence you use.

DESCRIPTION OF IMPACT	Nature of Impact (Positive, Neutral, Adverse)	Extent of Impact (Low, Medium, High)
<b>AGE:</b> Identify the potential impact of the policy or function on different age groups.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>DISABILITY:</b> Identify the potential impact of the policy or function on disabled people.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>GENDER REASSIGNMENT:</b> Identify the potential impact of the policy or function on people that have changed gender identity.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>MARRIAGE AND CIVIL PARTNERSHIPS:</b> Identify the potential impact of the policy or function on people who are married or in a civil partnership.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		

<b>PREGNANCY AND MATERNITY:</b> Identify the potential impact of the policy or function on pregnant or maternal mothers and those women who wish to breastfeed.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>RACE:</b> Identify the potential impact of the policy or function on different ethnic groups, including national origins, colour and nationality.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>RELIGION/BELIEF:</b> Identify the potential impact the policy or function on different religious/faith groups.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>SEX:</b> Identify the potential impact of the policy or function on men and women.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>SEXUAL ORIENTATION:</b> Identify the potential impact of the policy or function on lesbian, gay men, bisexual or heterosexual people.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		
<b>OTHER CHARACTERISTIC SPECIFIC TO SOUTH CAMBRIDGESHIRE – RURALITY:</b> Identify the potential impact of the policy or function on people who are rurally isolated.	<b>Neutral</b>	
The review recommended several ways in which performance management could be improved to benefit all residents of South Cambridgeshire. All the recommendations would have a neutral impact in terms of equality and diversity.		

**PLEASE NOTE: Following completion of the section above, if the nature of the impact is adverse then you may need to proceed to a full equality impact assessment.**

**C2. Could you minimise or remove any adverse or potential impact that is high, medium or low significance, in advance of a full impact assessment? Explain how.**  
N/A

**C3. Does the policy or function actively promote equal opportunities and good community relations? Or could changes be made so that it does so?**

The review focussed on processes, which serve all residents.

**C4. Please provide any further information, qualitative or quantitative that does not fit into the questions but you feel has a likely impact on this assessment.**

The review focuses on processes to be used for all services, provided to all residents. Each service would need a separate equality impact assessment.

<b>D. CONCLUSIONS</b>			
<b>D1. Was there sufficient data to complete the partial assessment?</b>	Yes?	<input checked="" type="checkbox"/>	<b>If “NO”, what arrangements are in place for evidence gathering and continuing with the assessment?</b>
	No?	<input type="checkbox"/>	
<b>YES</b>			
<b>D2. Is the outcome of the partial assessment that the policy or function would have an adverse impact (medium or high impact) on one or more target group?</b> <b>NO</b>	Yes?	<input type="checkbox"/>	<b>If “YES”, will you proceed to a full assessment? If so, what arrangements are in place to carry out the full assessment?</b>
	No?	<input checked="" type="checkbox"/>	
<b>D3. Is the outcome of the partial assessment that the policy or function would have a neutral or positive impact on equalities?</b>	Yes?	<input checked="" type="checkbox"/>	<b>If “YES”, have you included proposals in the Action Plan to further improve the impact of the policy or function on equalities? NO</b>
<b>YES</b>	No?	<input type="checkbox"/>	<b>Do you plan to review the service or policy again in future to assess whether there has been any change? If so, when? WITHIN 12 MONTHS</b>
			<b>Has the Equalities Steering Group and the Consultative Forum reviewed the assessment? If so what were their comments? NO</b>
<b>D4. Do you have any other conclusions/outcomes from the partial assessment?</b>			

**ACTION PLAN for enhancing existing practice**

Recommendation/ issue to be addressed	Planned Milestone	Planned completion of milestone (date)	Officer Responsible	Progress
N/A				

**RESOURCES**

**Does the above action plan require any additional resources?**

N/A
-----

**ARRANGEMENTS FOR MONITORING**

**Please give your plans for monitoring the achievement of the above actions.**

N/A
-----

**SIGN OFF: The officers below confirm that this partial assessment has been completed in accordance with the Council's guidance**

Signature of Lead Officer		Date:
Signature of Corporate Manager or Chief Officer:		Date:

**Please retain the original form on your service area and return a copy of the completed form to the Equality & Diversity Officer.**