

EQIA Submission Draft Working Template

If required, this template is for use prior to completing your EQIA Submission in the EQIA App.

You can use it to understand what information is needed beforehand to complete an EQIA submission online, and also as a way to collaborate with others who may be involved with the EQIA.

Note: You can upload this into the App when complete if it contains more detailed information than the App asks for and you wish to retain this detail.

Section A

1. Name of Activity (EQIA Title):	People Strategy 2022-2027
2. Directorate	ST
3. Responsible Service/Division	People & Communications

Accountability and Responsibility

4. Officer completing EQIA Note: This should be the name of the officer who will be submitting the EQIA onto the App.	Louise Gavin
5. Head of Service Note: This should be the Head of Service who will be approving your submitted EQIA.	Paul Royel
6. Director of Service Note: This should be the name of your responsible director.	Amanda Beer

The type of Activity you are undertaking

7. What type of activity are you undertaking?	
Tick if Yes	Activity Type
	Service Change – operational changes in the way we deliver the service to people.
	Service Redesign – restructure, new operating model or changes to ways of working
	Project/Programme – includes limited delivery of change activity, including partnership projects, external funding projects and capital projects.
	Commissioning/Procurement – means commissioning activity which requires commercial judgement.
Yes	Strategy /Policy – includes review, refresh or creating a new document
	Other – Please add details of any other activity type here.

8. Aims and Objectives and Equality Recommendations – Note: You will be asked to give a brief description of the aims and objectives of your activity in this section of the App, along with the Equality recommendations. You may use this section to also add any context you feel may be required.

The People Strategy aims to set out the vision and strategic intent for the future KCC workforce 2022-27, to support the delivery of KCC's overall aims and objectives.

There have been no negative impacts identified across the protected characteristics as part of the initial drafting of the Strategy. However, this EQIA should be treated as a live document in order that the equality impacts are continually assessed on an ongoing basis as future equality issues arise

Section B – Evidence	
<i>Note: For questions 9, 10 & 11 at least one of these must be a 'Yes'. You can continue working on the EQIA in the App, but you will not be able to submit it for approval without this information.</i>	
9. Do you have data related to the protected groups of the people impacted by this activity? <i>Answer: Yes/No</i>	Yes
10. Is it possible to get the data in a timely and cost effective way? <i>Answer: Yes/No</i>	Yes
11. Is there national evidence/data that you can use? <i>Answer: Yes/No</i>	Yes - Benchmarking data, future workforce trend data
12. Have you consulted with Stakeholders? <i>Answer: Yes/No</i> <i>Stakeholders are those who have a stake or interest in your project which could be residents, service users, staff, members, statutory and other organisations, VCSE partners etc.</i>	Yes
13. Who have you involved, consulted and engaged with? <i>Please give details in the box provided. This may be details of those you have already involved, consulted and engaged with or who you intend to do so with in the future. If the answer to question 12 is 'No', please explain why.</i>	
<p>In formulating this strategy, the wider HR/OD function has been involved. There are plans to engage the Trade Unions, CMT and Directors OD group before this is formally approved by Personnel Committee in January 2022.</p>	
14. Has there been a previous equality analysis (EQIA) in the last 3 years? <i>Answer: Yes/No</i>	No, but each element of delivery on accelerated part of the People Strategy has been reviewed and corporate equalities plan is based on this and previous strategies.
15. Do you have evidence/data that can help you understand the potential impact of your activity? <i>Answer: Yes/No</i>	Yes – the evaluation report from the previous People Strategy 2017-22, which incorporates data from the Inclusivity Indicator (the model for understanding how inclusive we are as an employer). The proposed evaluation template for this new strategy shows how we intend to monitor impact.
Uploading Evidence/Data/related information into the	Previous People Strategy evaluation report 2017-22

App <i>Note: At this point, you will be asked to upload the evidence/ data and related information that you feel should sit alongside the EQIA that can help understand the potential impact of your activity. Please ensure that you have this information to upload as the Equality analysis cannot be sent for approval without this.</i>	Inclusivity Indicator 2019-20
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Section C – Impact

16. Who may be impacted by the activity? Select all that apply.

Service users/clients <i>Answer: Yes/No</i>	Yes	Residents/Communities/Citizens <i>Answer: Yes/No</i>	Yes
Staff/Volunteers <i>Answer: Yes/No</i>	Yes		

17. Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing? *Answer: Yes/No*

Yes

18. Please give details of Positive Impacts

The vision for the People Strategy is as follows: ‘We are an inclusive organisation, supporting and celebrating the skills and talents of our people. We expect the very best from each other and we do the right thing to support effective service delivery through all our Council’s service.’

On achieving this aim, there will be a positive impact for all protected groups across the workforce. There will be specific activity to improve the experience of certain under-represented groups, as informed by workforce data e.g. race and disability. There is also a specific outcome to provide clear pathways to encourage young people into the organisation/sector, which will improve workforce diversity in terms of age.

Similarly, if our staff are supported to be well at work, are well managed and supported to develop, and motivated to deliver well for the people of Kent, service users/clients, residents and communities will be positively impacted across all protected characteristics. Our leaders and managers will be held to account to drive the effective delivery of services, which includes equality considerations.

The priorities will flex over the lifetime of the strategies, and diversity and inclusion principles will be an integral part of these.

Negative Impacts and Mitigating Actions

The questions in this section help to think through positive and negative impacts for people affected by your activity. Please use the Evidence you have referred to in Section B and explain the data as part of your answer.

19. Negative Impacts and Mitigating actions for Age

a) Are there negative impacts for age? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Age	<p>There should be no negative impact on staff due to age, as the People Strategy is designed to be inclusive of all. Whilst some activity will be targeted to address gaps in some age groups such as the focus on young people, this will not be at the detriment of others/an ageing workforce (although there could be a perception risk here)</p> <p>As at Oct 2021, Oracle data shows that KCC has a</p>

	<p>headcount of 9369 employees. The age of staff members ranges from 16 to 85 years old.</p> <p><i>Predicting needs and aspirations of future generations</i></p>
<p>c) Mitigating Actions for age</p>	<p>To be truly inclusive, our employment proposition needs to reflect the age profile, both now and in the future. Through horizon scanning and ongoing engagement with our workforce, there will be an eye to the needs and aspirations of future generations.</p> <p>The employment offer will provide sufficient variety to meet the needs of individuals at any age. This includes targeted wellbeing support to ensure staff remain well at work as they age.</p> <p>Ensure people have what they need to innovate and change, regardless of age, recognising different needs of age groups across the organisation.</p> <p>Ensure variety in development programmes, as current and future generations will have new and different aspirations</p> <p>To address the perception risk, we will look at knowledge sharing across the whole organisation to enable everyone to input.</p>
<p>d) Responsible Officer for Mitigating Actions - Age</p>	<p>Paul Royel</p>
<p>20. Negative Impacts and Mitigating actions for Disability</p>	
<p>a) Are there negative impacts for Disability? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i></p>	<p>No</p>
<p>b) Details of Negative Impacts for Disability</p>	<p>There should be no negative impact on staff due to disability, as the People Strategy is designed to be inclusive of all.</p> <p>Current workforce data suggests staff with disabilities are under-represented at KCC, with 4.22% of the workforce considered disabled (as at Oct 2021). Data also suggests they do not experience the organisation as positively as others, as evidenced by TCP data, staff survey etc. This Strategy will seek to address these issues.</p> <p>As technology evolves, this may pose a risk in how disabled staff are able to deliver in their roles</p>
<p>c) Mitigating Actions for Disability</p>	<p>Disability action plan to ensure we are representative of the communities we serve, to develop a culture where staff feel confident and reach their full potential and</p>

	<p>continue to involve and engage staff with disabilities in decision making.</p> <p>Continuous improvement through digital accessibility programme and ongoing engagement with Level Playing Field and other staff groups.</p> <p>Flexible working considerations to support disabled staff, through workplace adjustments to office space and equipment</p> <p>Good conversations across the organisation to inform priorities</p>
d) Responsible Officer for Mitigating Actions - Disability	Paul Royel
21. Negative Impacts and Mitigating actions for Sex	
a) Are there negative impacts for Sex? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Sex	<p>There should be no negative impact on the sex of staff, as the People Strategy is designed to be inclusive of all.</p> <p>The current ratio of men/women in our workforce balanced in favour of women. As at Oct 2021, 79.45% of staff were female, 20.55% were male.</p>
c) Mitigating Actions for Sex	<p>Variety in the employment offer to meet different needs of both men and women.</p> <p>Monitor via survey data to provide an indication on how people respond to way we work</p> <p>Developing an inclusive culture and behaviours to ensure all staff feel included</p>
d) Responsible Officer for Mitigating Actions - Sex	Paul Royel
22. Negative Impacts and Mitigating actions for Gender identity/transgender	
a) Are there negative impacts for Gender identity/transgender? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Gender identity/transgender	<p>There should be no negative impact on the gender identity of staff, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 0.50% were transgender. The number of staff declaring their gender identity has increased/the number of staff stating unknown has reduced.</p>
c) Mitigating actions for Gender identity/transgender	Ongoing engagement with Rainbow staff group to

	<p>understand specific needs of staff, and via annual staff surveys to inform existing Diversity and Inclusion programme of activity.</p> <p>Active use of pronouns and storytelling through ongoing communications and engagement activity</p>
d) Responsible Officer for Mitigating Actions - Gender identity/transgender	Paul Royel
23. Negative Impacts and Mitigating actions for Race	
a) Are there negative impacts for Race? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Race	<p>There should be no negative impact on the race of staff, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 8.25% of the workforce were black and minority ethnic.</p> <p>Current workforce data suggests black and minority ethnic staff do not experience the organisation as positively as white staff, as evidenced by TCP data, staff survey etc. This Strategy will seek to address these issues.</p>
c) Mitigating Actions for Race	<p>A Race Equality action plan is in place to improve the experience of black and ethnic minority staff.</p> <p>Ongoing engagement with our staff group Black and Minority Ethnic forum, and via the annual staff survey to inform the delivery of the D&I programme.</p>
d) Responsible Officer for Mitigating Actions - Race	Paul Royel
24. Negative Impacts and Mitigating actions for Religion and belief	
a) Are there negative impacts for Religion and Belief? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Religion and belief	<p>There should be no negative impact on the religion and belief of staff, as the People Strategy is designed to be inclusive of all.</p> <p>46.55% of the workforce declared they had a faith or religious belief as at Oct 2021.</p>
c) Mitigating Actions for Religion and belief	Other Leave policy includes time off for religious observance.

	<p>Good conversations tool to review any adjustments that are required.</p> <p>Comms and engagement activity to acknowledge and celebrate different religions, including acknowledgement that some people may not have religion and belief.</p> <p>Feedback via staff surveys to inform Diversity and Inclusion programme.</p>
d) Responsible Officer for Mitigating Actions - Religion and belief	Paul Royel
25. Negative Impacts and Mitigating actions for Sexual Orientation	
a) Are there negative impacts for sexual orientation. <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Sexual Orientation	<p>There should be no negative impact on the sexual orientation of staff, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 2.75% of the workforce were Lesbian, Gay or Bisexual.</p>
c) Mitigating Actions for Sexual Orientation	<p>Ongoing engagement with Rainbow staff group to understand particular needs, including via staff survey to inform wider diversity and inclusion programme.</p> <p>Communications and engagement activity to raise awareness and understanding across KCC.</p>
d) Responsible Officer for Mitigating Actions - Sexual Orientation	Paul Royel
26. Negative Impacts and Mitigating actions for Pregnancy and Maternity	
a) Are there negative impacts for Pregnancy and Maternity? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Pregnancy and Maternity	<p>There should be no negative impact on pregnant staff and those on maternity, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 161 employees are currently on maternity or adoption leave.</p>

c) Mitigating Actions for Pregnancy and Maternity	An employment offer that supports those who are pregnant or on maternity leave to include Work Smart policy, Good Conversations, Risk assessment framework
d) Responsible Officer for Mitigating Actions - Pregnancy and Maternity	Paul Royel
27. Negative Impacts and Mitigating actions for marriage and civil partnerships	
a) Are there negative impacts for Marriage and Civil Partnerships? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Marriage and Civil Partnerships	<p>There should be no negative impact on marriage and civil partnerships, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 19% of employees are recorded as being married or part of a civil partnership, however data on this is not widely recorded by employees.</p>
c) Mitigating Actions for Marriage and Civil Partnerships	Good conversations approach, including recognition of different family makeup and associated caring responsibilities
d) Responsible Officer for Mitigating Actions - Marriage and Civil Partnerships	Paul Royel
28. Negative Impacts and Mitigating actions for Carer's responsibilities	
a) Are there negative impacts for Carer's responsibilities? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Carer's Responsibilities	<p>There should be no negative impact on staff with carers responsibilities, as the People Strategy is designed to be inclusive of all.</p> <p>KCC's Oracle equality data does not currently record staff that have caring responsibilities, this information is discussed between managers and staff when having supportive conversations.</p>
c) Mitigating Actions for Carer's responsibilities	Work Smart policy, embedding flexible working practices, Good conversations tool, Other Leave policy

d) Responsible Officer for Mitigating Actions - Carer's Responsibilities	Paul Royel