

Equality Assessment (EA)

Service Area:	Improving workforce development and planning
Name of service/ function/ policy/ project being assessed:	<ol style="list-style-type: none"> 1) Implement an innovative recruitment and retention scheme which attracts and retains experienced and well-qualified practitioners and managers 2) Develop and implement a new pay and rewards strategy for all staff across the company
Officer leading on assessment:	Gill Gooch, Associate Director Workforce
Other staff involved:	HR Shared Services, Peter Moorcock, Head of Organisational Development and Claire Meadows, Head of Learning and Development

* please note this equality assessment was completed prior to Windsor and Maidenhead joining Achieving for Children so data used only relates to Kingston and Richmond

BACKGROUND

1. Briefly describe the service/ function/ policy/ project:

We currently have two projects in our business plan that sit underneath the programme of work, the descriptions are set out below:

1) Recruitment and Retention Strategy

Achieving for Children (AfC) want to take a purposeful, well planned and innovative approach to the way in which it recruits, inducts and retains staff. AfC recognises that at times it may be difficult to recruit new employees or retain existing staff in key posts across the organisation. To ensure AfC maintains a skilled and experienced workforce the strategy outlines the way in which it will ensure reasonable and equitable access to opportunities and where appropriate will supplement pay in a fair, managed and time limited way (ensuring compliance with equal pay legislation - Equal Pay Act 1970; the Sex Discrimination Act 1975 and Article 141 of the Treaty of Amsterdam)

The Recruitment and Retention Strategy is to ensure that all procedures and benefits pertaining to this Strategy are carried out in a fair, equitable and transparent way that will attract and maintain a workforce that is representative of the community of which it is part.

The aim of the strategy is to specifically look at how we recruit, and retain excellent staff. It looks at how we aim to improve existing recruitment and retention practices through a holistic, strategic approach, branding AfC as an employer of choice and enable us to compete more effectively for staff in the marketplace. Underpinning the policy will be the schemes of support available to staff. Those schemes already established include; Induction, coaching, mentoring, talent management and learning and development.

As part of induction the welcome event has been revised. The first session was held in March 2016 under the new format. Induction across AfC will enable newly acquired or restructured members of staff to easily settle into their new role and working environment in a more structured and supportive way. In addition (to support effective acclimatise) new members of staff will be encouraged to seek a 'buddy' (organised by their manager) on a short-term or ongoing basis – depending on need.

The coaching and mentoring schemes have also been rolled out to staff, five colleagues from across AfC have self-nominated to be a coach and three colleagues have self-nominated to become a mentor. Workforce Development is currently working with HR to strengthen this provision and effectively 'match' staff. It is anticipated this will be a supportive strength during changes to the 'cluster' model as staff move through the restructure.

2) Pay and Rewards Strategy

Our Pay and Rewards strategy is intended to provide a detailed overview and direction for the pay and reward of staff employed by Achieving for Children (AfC). Whilst this offers strategic overview, the strategy will also provide the guiding principles that will help staff and the organisation make logical decisions with regards pay, rewards and recognition. AfC has made a commitment to ensuring compliance to equal pay, the national minimum wage and national living wage. The intention is that this approach and the additional processes for paying and rewarding staff, are not designed or implemented in isolation, but are inter-connected with other areas of people management such as staff engagement, performance management, personal development and staff health and wellbeing. As part of this approach, the strategy will play a significant part in building and sustaining a flexible, innovative and motivated workforce focused on delivering the best possible services to children, young people and their families.

2. Why is the equality assessment being undertaken?

The project is included in Achieving for Children's Business for 2014-17. As such, it is necessary to complete an Equalities Assessment to assess its potential impact on the protected characteristics group.

3. What sources of information have been used in the preparation of this equality assessment? (e.g national research, local needs assessment, user feedback) Please provide the details in the table below:

<i>Information source</i>	<i>Description and outline of the information source</i>
Workforce Development Strategy and Action plan	Sets out the strategic direction of the workforce development team and provides a clear framework for workforce planning and development.
The CIPD's Resourcing and Talent Planning survey (undertaken in partnership with Hays)	This document examines organisations' resourcing and talent planning strategies and practices and the key challenges and issues they face.
HR AfC workforce data	HR provide sickness absence, turnover rates, establishment data and staff exit interview information. Regular reports from HR helps inform workforce planning.
Recruitment and Retention annual survey	Enables staff to share their thoughts, concerns and ideas on recruitment and retention of AfC workforce. The collated data informs workforce planning
AfC Performance Management Datasets (PMD)	The PMD provides a set of top level performance indicators and detailed service activity data and information. It is produced monthly by the Standards and Improvement Service.

ANALYSIS OF IMPACT

4. Assess the relevance of each protected characteristic group to the service/ function/ policy/ project and explain what the data, customer feedback, complaints or discussions with stakeholder groups tells you about the impact.

Other questions to consider:

- *How well are diverse needs met?*
- *Have any differences in access to services/functions been identified for any group?*
- *Has the area identified any disadvantages experienced by groups, which need to be addressed?*
- *Have there been any complaints about a failure to receive an appropriate and fair service?*
- *Is there any other evidence of differential impact or different outcomes which needs to be addressed?*
- *Is there any evidence that participation in areas of public life is disproportionately low for any particular relevant protected characteristic group?*
- *Have the needs of disabled people been identified and addressed where these are different from the needs of non-disabled people?*
- *Have you identified any need to tackle prejudice or promote understanding between different relevant protected characteristic groups?*

Remember that equality assessment is not simply about identifying and removing negative effects of discrimination but it is also an opportunity to identify ways to advance equality of opportunity and to foster good relations.

<i>Protected Group</i>	<i>Findings</i>
Age	The AfC Workforce Survey showed that there is an ageing

	workforce, with over half of respondents aged over 45 and approximately a fifth aged at least 55.
Disability	Recent workforce monitoring data has shown that 6% of our employees declared that they have a disability. This compares to 2.7% of residents in Kingston and 2.5% of residents in Richmond who are receiving Disability Living Allowance and compares to 12.0% of residents in Kingston and 11% of residents in Richmond who stated they have a limiting long term illness in the 2011 Census.
Gender (Sex)	<p>The AfC Workforce Survey showed that the majority of survey respondents were female. Our gender pay gap reporting showed that:</p> <ul style="list-style-type: none"> ■ 79% of our workforce are women; ■ 75% of the top quartile of earners are women; ■ The average hourly pay for women is 1.8% lower than for men; and ■ The median hourly pay for women is 2.2% lower than for men. <p>The gender pay gap is not about equal pay for men and women. It is the difference between the average and median pay of men and women. It does not measure equal pay, which relates to what women and men are paid for the same jobs or work of equal value. In AfC equal pay is addressed through our job evaluation scheme.</p>
Gender reassignment	Both projects are considered to be of low relevance to gender reassignment.
Marriage and civil partnership	Both projects are considered to be of low relevance to marriage and civil partnerships.
Pregnancy and maternity	These projects are considered to be of low relevance to pregnancy and maternity.
Race/ethnicity	The AfC Workforce Survey showed that the ethnic make-up of respondents was less likely to represent the population of the ethnic minorities in either borough and the proportion of respondents stating that they were White British in each borough was higher compared with population data for each borough in the 2011 census. Recent workforce monitoring data has shown that 16% of our employees are from a Black, Asian or Minority Ethnic (BAME) background. This compares to a BAME population of 36.9% in Kingston and 28.6% in Richmond and compares to a non-White population of 25.5% in Kingston and 14.1% in Richmond.

Religion and belief including non-belief	Both these projects are considered to be of low relevance to religion and belief.
Sexual orientation	Both these projects are considered to be of low relevance relevant to sexual orientation

5. Summarise the key findings of the equality assessments of impact- have you identified any data gaps in relation to the relevant protected characteristics and relevant parts of the duty?

Other questions to consider:

- ***Are there findings of unlawful discrimination?***
- ***Can you address any identified adverse impact?***
- ***Can you mitigate any negative impact?***
- ***Please provide rationale if you are unable to address any adverse impact.***
- ***Have you identified any ways of advancing equality in this area? For example, meeting diverse needs?***
- ***Is there a need for any actions to promote understanding between different protected groups?***

Both projects are considered to be relevant to a number of the protected characteristics. However, we are confident that we have policies and procedures already in place to support staff and potential new employees. Reviews of both projects will happen at periodic times to identify any impact, both positive and negative, and to put in place processes to address any concerns.

Equalities information is monitored and reported to the Workforce Board and the Senior Leadership team. The annual staff survey, gender pay gap reporting and HR metrics are all important parts of the process for gathering intelligence data and staff views. The recruitment and retention survey builds on this and interrogates the thoughts of staff about recruitment and retention further.

This assessment has identified actions relating to the diversity and age of the workforce which are set out below.

CONSULTATION

6. What consultation have you undertaken with stakeholders or critical friends about the key findings? What feedback did you receive as part of the consultation?

Initial findings have been shared with the AfC and Kingston Council equalities leads. The final Pay and Rewards Strategy will be shared with the Unions and then all employees for their comments and feedback.

ACTION PLANNING

7. What issues have you identified that require action?

<i>Issue identified</i>	<i>Planned action</i>	<i>Lead officer</i>	<i>Completion Date</i>
AfC actively promote diversity amongst the	Training is available both on-line and in a	Workforce Development	September 2018

workforce, however we are aware that at times this can be hampered by an unconscious bias amongst staff and managers.	classroom environment and all staff are encouraged to attend. The eLearning module is a mandatory requirements for all staff and forms part of the AfC employer new starter checklist.	Team	
Low number of BAME staff compared to borough averages.	Additional information will be requested from HR to better understand the number of BAME staff in leadership positions to support future initiatives.	Workforce Board	July 2018
There is an ageing workforce, with over half of respondents to our recent staff survey self-identifying themselves as aged over 45 and approximately a fifth aged at least 55.	A succession planning approach will be identified and shared with the Workforce Board. This will link with the newly established Talent Management Scheme a report will be shared at the Workforce Board.	Workforce Board	December 2018

MONITORING AND REVIEW

8. How will the actions identified above be monitored and reviewed and where will the actions be captured i.e. Business Plan, project plan, service and improvement plan, service plan poster or Personal Development Plan?

The actions identified above will be monitored by the Workforce Board.

PUBLISHING THE COMPLETED ANALYSIS

When completed, the equality assessment should be approved by a member of AfC Management Team and published on the Achieving for Children website. Please provide details below:

Approved by Ian Dodds, Deputy Chief Executive

Date of approval: June 2018

Date of publication: July 2018