
Department: CEX  Service: Human Resources
Author: Julie Mimnagh  Date completed: 27 May 2016
Contact name: Julie Mimnagh  Contact phone number: 0208379 3970

About the service

1. Brief description of the service covered by this assessment.

Human Resources provides people management advice and guidance to managers and staff. It also develops HR guidance and procedures on behalf of the Council and on the following:

- Business Support and Recruitment – this includes employing Enfield Council Staff and managing the contract with the agency workers provider Matrix
- Systems – supporting the maintenance of the HR SAP (Human Resources and Administration system and MI portal (Management Information) systems
- Workforce Planning – reporting on the profile of employees and producing projections
- Criminal Records Checks - processing the Criminal Records Bureau checks
- HR Operations – Provide an advisory service to managers and staff and pay and reward
- Organisational Development (a separate Retrospective Equality Impact Assessment will be provided for this particular function)
- Learning and Development - provide a range of training programmes for Enfield Council staff ranging from customer services, equalities and diversity to management development programmes. Also responsible for the Council graduate and apprenticeship recruitment schemes.

2. Please list the main partners, council departments, organisations and service user or target groups for this service.

The key recipients of the services provided by HR are all employees including, managers and the Corporate Management Board.

In addition, HR supports the Staff with Disabilities Action Group (SWDAG) and the Minority Ethnic Staff Group (MESG).

HR also consults and negotiates with the trade unions recognised by the Council and liaises with other local authorities and organisations, such as HAY (Reward Consultancy) in order to deliver the HR Strategy.

The HR service is offered and delivered to all groups of staff irrespective of age, disability, faith, gender, race, sexual orientation, marriage and civil partnership and pregnancy or maternity. HR supports the organisation to ensure that policy and management practice does not unlawfully discriminate on the basis of a protected characteristic.
3. If the service is provided by another organisation or agency please give their names and how you ensure they comply with the Council's Equal Opportunities and Valuing Diversity policy

Agency workers are supplied via a contract with Matrix. The supply of agency workers contract is undertaken through the Council’s procurement process, which includes a tendering process. All the organisations tendering for this contract have to provide evidence that they are or, are striving to be an Equal Opportunities organisation.

Recruitment to very senior positions (Assistant Director and above) is managed by external agencies. As part of the recruitment to very senior positions, agencies are required to collect equalities data and provide summary information to Enfield Council of the profile of applicants, shortlisted candidates and successful candidates.

From time to time, HR will work in partnership with other organisations in order to deliver a specific project. HR takes the lead, and ensures that the partners are aware of the Council’s commitment to promoting equality and diversity in the workplace.

As part of the recruitment to very senior positions, agencies are required to collect equalities data and provide summary information to Enfield Council of the profile of applicants, shortlisted candidates and successful candidates.

4. Please list any performance objectives / targets relating to equality that your service has / uses.

If as a result of this assessment you are going to introduce new targets, please detail these in your action plan at the end of this form

On-going review to ensure that HR policies, practices and training continues to meet the Council’s responsibilities in relation to the Equality Act.

Increase the number of staff aged 16-24 in the workforce to 5% by April 2015 (achieved).

5. Does your service collect data from service users / applicants for equalities monitoring purposes? YES

If YES please detail below how and when this data is collected and where it is stored e.g. equalities data is collected at application stage and entered into the SAP database.

HR captures data and analyses it at each stage of the recruitment process from application to hire stage HR undertakes equalities monitoring by:

- asking all job applications to complete an equalities monitoring form when applying for a post
- asking all new employees to complete an equalities monitoring when starting in employment.

HR also monitors the following equalities information:
• workforce in terms of grade, age, gender, ethnicity and disability
• ethnicity of staff by casework type

HR provides the Corporate Management Board with workforce equality statistics on a biannual basis. The workforce equality statistics are benchmarked against the economically active, the Best Value Performance Indicators, Local Government and National Benchmarks.

Workforce statistics and Agency Worker statistics are also provided to third parties such as Enfield Racial Equality Council for scrutiny.

Monitoring is done through statistical collection of data if declared by staff at the beginning of a training event. This is then reviewed and if any issues arise, discussed with relevant staff and groups concerned.

6. Does your service carry out equalities monitoring to review the take up / accessibility of your service? YES
   If YES please detail which aspects of your service are monitored and how frequently, then proceed to Q8. If NO please complete Q7.

Please see the responses to Q5. Equalities monitoring to undertaken with all recruitment and training activity.

7. If your service does NOT monitor equalities, please detail how you comply with the Council's Equal Opportunities and Valuing Diversity policy and how you achieve the council’s aim of ‘Fairness for all’ - serving the whole borough fairly and tackle inequality

8. Monitoring information:

   Indicate YES, NO or NA (Not Applicable) for each characteristic

   Does monitoring enable you to **profile** service users / applicants by the following characteristics?*
   
   Yes Yes Yes Yes Yes Yes Yes Yes Yes

   Does monitoring enable you to **profile** the satisfaction of service users by the following characteristics?*
   
   Yes Yes Yes Yes Yes Yes Yes Yes Yes
Does a comparison against baseline demographic data show that service users are representative of the local population in relation to the following characteristics?

Does monitoring show that there are any under-represented groups within the following characteristics?

IF YES PLEASE LIST THE ACTIONS YOU ARE TAKING/WILL TAKE TO ADDRESS UNDER-REPRESENTATION OF PROTECTED GROUPS IN THE ACTION PLAN AT THE END OF THIS ASSESSMENT.

* If you do not include all protected characteristics in your equalities monitoring please explain why below:

Recruitment statistics are analysed to show who applies for positions and who is successfully recruited. Employee data is benchmarked internally and externally against other local government data sets. Within training and development, statistical information is gathered and monitored.

### Equalities impact

9. **Protected characteristics equalities impact:**

Please indicate YES, NO or NA (Not Applicable) for each characteristic.

<table>
<thead>
<tr>
<th></th>
<th>Disability</th>
<th>Gender</th>
<th>Age</th>
<th>Race</th>
<th>Religion &amp; Belief</th>
<th>Sexual Orientation</th>
<th>Gender reassignment</th>
<th>Disability &amp; Maternity</th>
<th>Marriage &amp; Civil Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do satisfaction levels identify any concerns arising from vulnerable groups within the following characteristics?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Does your evidence show an adverse impact on any group/s within the following characteristics?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Are there known or potential barriers to participation for any group/s within the following characteristics?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

IF YES PLEASE LIST THE ACTIONS YOU ARE TAKING/WILL TAKE TO MITIGATE ADVERSE IMPACTS / BARRIERS / CONCERNS IN THE ACTION PLAN AT THE END OF THIS ASSESSMENT.

10. **Could the service or policy discriminate, directly or indirectly, according to the accompanying definitions?**

   NO

   If YES, please set out how it is justifiable under legislation in the box below.
The service does not discriminate directly or indirectly – indeed it seeks to prevent any discrimination occurring.

11. Could the service or policy have an adverse impact on relations between different groups / community cohesion? NO
   If YES, describe below and add any actions to mitigate this impact in your action plan.

12. Have you received any complaints about your service in respect of equality issues? NO
   If YES, please give a brief description and what action has been taken as a result.

13. How does the service contribute to eliminating discrimination, advancing equality of opportunity and fostering good relations between different groups in the community?

   Whether it is giving advice or developing principles, policies and procedures, all the work delivered by HR is aimed at eliminating any form of discrimination and is available for all groups of staff. The promotion of equality and diversity is embedded in all services delivered by Human Resources.

   The Equality in Employment Policy outlines the Council's commitment to diversity, the legal framework of the Equality Act and how this impacts on Recruitment and Selection and Training and Development.

   The Dignity and Work Principles defines bullying, harassment and victimisation and provides guidance to employees on these issues and to managers as to how to manage complaints informally and formally.

   The services delivered by HR are available and open to staff from all groups. HR is active in ensuring that information is made available via the Council's intranet site – Enfield Eye.

   HR works with various staff groups and management groups including the Organisational Development Board.

   HR specifically works with the Minority Ethnic Staff Group (MESG) and consults with Enfield Racial Equality Council (EREC).
14. Please give specific examples of success / best practice your service can evidence in terms of ‘narrowing’ the gap through improved outcomes / reduced inequality for service users

The proportion of BME staff employed overall by Enfield Council is comparable with the economically active proportion of BME staff in the local community. The Apprenticeship Programme enabled the Council to address the age profile of its workforce in respect of under representation of staff below age 24.

15. Does your service or policy provide financial support for the protected groups? NO
   If YES, please list below and the value of the financial support.

The HR service does not provide direct financial support but by way of agreeing reasonable adjustments to support employees with disabilities. This ensures the workplace is assessable to individuals with a disability. Any adjustments are based on reasonable needs to enable the individual to sustain employment within the Council.

16. Socio-economic equalities impact:
   Indicate YES, NO or NA (Not Applicable) for each characteristic

<table>
<thead>
<tr>
<th>Communities</th>
<th>Communities living in deprived wards/areas</th>
<th>People not in employment, education or training</th>
<th>People with low academic qualifications</th>
<th>People living in social housing</th>
<th>Lone parents</th>
<th>People on low incomes</th>
<th>People in poor health</th>
<th>Any other socio-economic factor (Please state)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
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<tr>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
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</tbody>
</table>

Does the service or policy specifically impact on people / communities disadvantaged through the following socio-economic factors?

Does the service / policy contribute to promoting equality of opportunity for the following groups?

17. If YES answered above – please describe the impact (including any positive impact on social economic inequality) and any mitigation if applicable

Consultation and engagement
18. Please list any recent consultation activity on your service, any specific equalities groups that were targeted, how the results have been publicised and what action has been taken in response to the results. (Please state the source of data)

HR regularly consults with the trade unions recognised by the Council that act on behalf of all employees, on new policies and procedures. This has recently included the following documents that have been revised in 2015 and 2016:

- Shared Parental Leave Policy
- Principles of Managing Absence and Attendance (amended)
- Changes to the redundancy procedure

HR regularly holds staff consultation on the implementation of initiatives alongside consultation with Trade Unions. A recent example is the development of Situation Judgement Assessments to support the recruitment selection process.

In addition to the above, HR consults with the Organisation Development Board (PCB), MESG, SWDAG and Corporate Equalities Group (CEG) on proposals, including the implementation of new guidance, principles, policies and procedures.

HR also provides reports to the Enfield Racial Equality Council (EREC) about employment issues within the council.

Following consultation with staff via Idea’s Exchange it has been agreed that staff satisfaction surveys in the future will be shorter, sharper and more focused. The Council has moved away from all staff annual surveys whilst it is going through a major transformation programme. Instead more targeted surveys are undertaken with staff groups following the restructure to the new service hubs. Questions are focused around HR Support, recruitment and selection, communication and consultation and service delivery.

**Staff training and development**

19. Please set out below the staff training undertaken on equalities.

If there is a need for additional staff training please detail this in your action plan.

The following courses are available to all staff across the Council:

- Equalities & Diversity – half-day workshop
- Disability Awareness
- Diversity, Equality & Inclusion – half-day workshop
Unconscious Bias
Principles of Managing Dignity at Work and Grievances Workshop

Review and publicity

20. Please set out in your action plan when you will review this assessment and how it will be publicised
   (Note: all EQIAs sent to the Performance Management Team are published on the Council’s website)

Assessment will be reviewed following any service change or restructure in HR. The next retrospective equality impact assessment/analysis will be undertaken as part of the Council’s three-year rolling programme.
Enfield Council – Retrospective Equality Impact Assessment / Analysis

Action plan template for existing services

Name of service/policy: Human Resources Service

Team: Human Resources  Department: CEX

Service manager: Tony Gilling

<table>
<thead>
<tr>
<th>Identified Issue</th>
<th>Action Required</th>
<th>Lead Officer</th>
<th>Timescale/By When</th>
<th>Costs</th>
<th>Review Date/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publicity of this assessment and when it will be reviewed</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Organisation Development Plan</td>
<td>Review the plan to assess whether it is still fit for purpose</td>
<td>Jo Clemente/Tony Gilling</td>
<td>31 December 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equality Impact Assessments</td>
<td>On-going to support policy development and restructures</td>
<td>Relevant Service Manager/HR Officer</td>
<td>On-going</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis of Casework</td>
<td>Follow up previous analysis of casework</td>
<td>Kirsty Longley</td>
<td>April 2016 – April 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis of recruitment</td>
<td>Follow up previous analysis of recruitment</td>
<td>Melissa Keating</td>
<td>April 2016 – April 2017</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please insert additional rows if needed

Date to be reviewed: ..................................................

APPROVAL BY THE RELEVANT ASSISTANT DIRECTOR - NAME: Tony Gilling  SIGNATURE: ..................................................

This form should be returned by 27 May 2016 to Debbie Warren, Senior Performance Analyst