

Swindon Borough Council Diversity Impact Assessment Performance Framework 2015

1 What's it about?

Refer to equality duties

What is the proposal? What outcomes/benefits are you hoping to achieve?

The development of a new performance management framework to replace our current approach to appraisals and performance management.

The aim of the framework is to build a culture of strong performance management with learning at the heart. This culturally is partially about driving compliance and getting the basics right but also about building the kind of culture where great performance is about individuals and teams, working together across boundaries to deliver the SBC vision.

'What' and 'how' will have equal worth and individuals will not be seen as performing if they fall short in either delivery of objectives or demonstrating the SBC values.

We will encourage people to ask questions, challenge, share lessons learned and work together across service areas to generate new ideas and work together.

It is expected that any employee to whom the framework applies will have a full and a mid-year review and have performance ratings agreed and in place. They will also have a development plan that is submitted via the online system to L&D to enable development planning.

The framework includes:

- 50/50 balance of delivery and values
- Full moderation process
- Updated ICT module
- Updated guidance
- Core standards and expectations with flexibility for services in application
- Updated values framework
- Swindon Manager Competencies
- Full year performance management – not just at appraisals
- A pilot of the framework in a range of service areas from October 15 to April 16

Who's it for?

The framework will apply to all SBC staff, including those on fixed term and temporary contracts. It will exclude agency workers, casual staff (although managers will be guided as to best practice around performance for these groups of staff) and volunteers. It does not apply to elected members.

Agency managers will be expected to use the framework for any SBC staff that they manage.

How will this proposal meet the equality duties?

1 Eliminating discrimination, harassment and victimisation by establishing clear direction and appraisal evaluation criteria that are developed and understood by each team and member of staff.

2 Advancing equality of opportunity by having clear appraisal criteria and a requirement to support appropriate development opportunities for all staff.

3 A moderation process to build fairness and consistency in terms of rating application, and to build common understanding across the organisation of what performance at different levels looks like

4 All objectives will link to corporate priorities leading to clear criteria and line of sight and a golden thread for all

5 Clear development needs linked through to the L&D service to enable better planning of development activity each year, leading to more equal opportunity for all staff.

What are the barriers to meeting this potential?

Culture – the culture across the organisation in relation to performance management is inconsistent. There are many areas where individuals do not have appraisals or 1-1's and also many areas where managers do not see this as their responsibility. Equally, senior managers up to and including corporate board level need to ensure that they lead this cultural change by role modelling and challenging inconsistent and inappropriate practices.

Timing – there is a tight timescale to implement the pilot of the framework which takes place from October in approximately 10% of the organisation. Timescales will also be tight post pilot to review and amend prior to organisation wide launch in April 2016.

Resources – there is an immediate resource issue around delivery of development for pilot teams. This is being managed in the L&D section but due to staff leaving and staff absence this is currently at risk. There is also a wider issue in terms of HR&OD capacity to facilitate moderation sessions from April 2016. There are also concerns about the capacity of services to take on this responsibility and to participate in the development.

Communication – from October to April there will be 2 different appraisal systems running so there is potential for confusion for all staff as to which system they are using and why.

2 Who's using it?

Refer to equality groups

What data/evidence do you have about who is or could be affected (e.g. equality monitoring, customer feedback, current service use, national/regional/local trends)?

The primary people affected by the Performance Framework are SBC staff. We hold monitoring information about the protected characteristics of some of these staff. This indicates that people from all protected characteristics are within our [staff group](#).

Of particular concern are: staff who have limited levels of literacy in English (due to learning disability, cognitive impairment or English not being their first language); members of staff with autistic spectrum disorders who may be unable to relate to some of the language and concepts of the performance; staff with no or limited access to web based materials; staff with dyslexia.

How can you involve your customers in developing the proposal?

The framework was designed via extensive consultation with staff from across the organisation. This was done over a 6 month period and 3 phases of user testing. Phase 1 was to learn from staff what works well and not well with the current approach and what the wider performance management challenges are.

Phase 2 was to present back initial designs based on phase 1 feedback and to seek feedback on this. Phase 3 was to present the final design and asked, what do you like, not sure about, can't live with? Final tweaks were then made before progressing to sign off.

Over 100 staff were involved in the user testing and covered a wide range of services, job types and seniority levels.

Specific sessions were held for staff based at Waterside to ensure their views were taken into account.

Monthly meetings were also held with the Trade Unions to share with them the progressing design and to incorporate their feedback.

Sessions were also held individually and collectively with Heads of Service and a specific session held with Corporate Board.

In addition presentations were given at Manager Change Group and Staff Panel on a regular basis and feedback sought.

Who is missing? Do you need to fill any gaps in your data? (pause DIA if necessary)

We do not currently hold equality monitoring information for elected members, however, this framework

will not apply to them.

3 Impact

Refer to dimensions of equality and equality groups

Show consideration of: age, disability, sex, transgender, marriage/civil partnership, maternity/pregnancy, race, religion/belief, sexual orientation and if appropriate: financial economic status, homelessness, political view

Using the information in parts 1 & 2:

a) Does the proposal create an adverse impact which may affect some groups or individuals?

Is it clear what this is? How can this be mitigated or justified?

The groups identified in section 2 above may need additional work to engage with the performance framework but there are no groups where there will be an actual adverse impact.

Through the development process concerns have been expressed that there is an opportunity for unconscious bias to influence application of the values during an appraisal process, which may lead to adverse impact / discrimination in a one to one basis. However, the moderation process has been designed to surface and deal with this kind of scenario and will be facilitated by HR&OD to ensure objectivity.

What can be done to change this impact?

On implementation a moderation system will be put in place to test and quality assure application of the values within the appraisal process. This will ensure fair and consistent application

There is also a pilot of the framework taking place prior to full roll out to test how it works in practice. This will be supported by HR&OD in the form of development and support for pilot teams. Full feedback will be taken and amends made as appropriate prior to full roll out.

The pilot covers approximately 10% of the organisation and covers a range of services, including those with limited ICT access and staff who do a range of work patterns and across a range of locations.

b) Does the proposal create benefit for a particular group? Is it clear what this is? Can you maximise the benefits for other groups?

No, the performance framework applies to all staff equally. Managers will be expected to ensure that the specific individual needs of their staff to participate fairly in the appraisal process will be implemented.

Does further consultation need to be done? How will assumptions made in this assessment be tested?

This will be via the pilot as described above.

4 So what?

Link to business planning process

What changes have you made in the course of this DIA?

None

What will you do now and what will be included in future planning?

The pilot will take place as planned between October 15 and April 16, this will test all elements and amends will be made as appropriate based on feedback.

When will this be reviewed?

Throughout the pilot and at the end of the pilot. In March 2015

How will success be measured?

- Feedback from the performance pilot participants
- Management information from the Performance module on Itrent in relation to appraisals taking place
- Staff survey results relating to performance management

For the record

Name of person leading this DIA Alison Hackett	Date completed 27 August 2015
Names of people involved in consideration of impact Richard Mycroft Nick Stephenson	
Name of manager signing DIA Richard Mycroft	Date signed 27 August 2015

Diversity Impact Assessment – an inclusive business planning tool

1. What's it about? refer to equality duties

- What is the proposal? What outcomes/benefits are you hoping to achieve
- Who's it for?
- How will this proposal meet the equality duties?
- What are the barriers to meeting this potential?

2. Who's using it? consider all equality groups

- What data/evidence do you have about who is or could be affected? (e.g. equality monitoring, customer feedback, current service use, national/regional/local trends)?
- How can you involve your customers in developing the proposal?
- Who is missing? Do you need to fill any gaps in your data?

3. Impact

consider dimensions and equality groups

Using information in parts 1 & 2:

- a) Does the proposal create an adverse impact which may affect some groups or individuals? How can this be mitigated or justified?
 > What can be done to change this impact?
- b) Does the proposal create benefit for particular groups or individuals. Is it clear what this is? Can you maximise the benefits for other groups?
- Does further consultation need to be done? How will assumptions made in this assessment be tested?

4. So what?

- What changes have made in the course of this DIA?
- What will you do now and what will be included in future planning?
- When will this be reviewed?
- How will success be measured?

Considerations

Our equality duties

1. Eliminate discrimination, harassment and victimisation
2. Advance equality of opportunity
3. Foster good relations

Equality groups

For the following equality groups: age, disability, sex, transgender, marriage/civil partnership, maternity/pregnancy, race, religion/belief and sexual orientation.

Extended by SBC policy to include: financial economic status, homelessness, political view.

Dimensions of equality

How will the proposal affect Human Rights and life chances of different groups? Consider how the proposal affects

1. Longevity.
2. Physical security.
3. Health.
4. Education.
5. Standard of living.
6. Productive and valued activities.
7. Individual, family and social life.
8. Participation, influence and voice.
9. Identity, expression and self-respect.
10. Legal security.