

## Equality Impact Assessment (EqIA)

Before completing this EqIA please ensure you have read the EqIA Guidance Notes

<b>Title</b>	People Strategy		
<b>Date assessment started:</b>	16 September 2019	<b>Version No:</b>	1
		<b>Date of completion:</b>	11 October 2019

### Type of Strategy, Policy, Project or Service:

Is this Equality Impact Assessment (please put a cross in the relevant box)

Existing:	<input type="checkbox"/>	Changing, update or revision:	<input type="checkbox"/>
New or proposed:	<input checked="" type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

Is this Equality Impact Assessment (please put a cross in the relevant box)

Internal:	<input type="checkbox"/>	External:	<input type="checkbox"/>	Both:	<input checked="" type="checkbox"/>
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### Report Created By:

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<b>Job Title:</b>	Senior HR & OD Adviser
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<b>Members of the assessment team:</b>	Susan Ward-Rice – Diversity and Inclusion Officer Ann-Marie Barlow – Interim Head of OD Tamsyn Harwood – Organisational Development Co-ordinator Veronique Moorcroft – HR Business Partner

## Step 1: Aims

<p><b>What are the aims of your strategy, policy, project or service?</b></p> <p>This Equality Impact Assessment (EqIA) relates to Dorset Council's People Strategy.</p> <p>As we are now six months into our new council, together as Dorset Council, we want to be able to set out our ambition to be an employer of choice, where we can do our jobs as effectively as possible to make a difference to the people of Dorset, and enable us to engage and retain happy and enthusiastic employees. Our People Strategy will help us achieve this.</p> <p>The strategy will present the vision for the organisation, our narrative in terms of what kind of council we (as the workforce) want to be and a reminder of the core behaviours, which were developed in collaboration with employees.</p> <p>The strategy will aim to present in a clear, relatable and succinct way, what the goals for the organisation are, in terms of its people: -</p> <ul style="list-style-type: none"> <li>• Becoming an employer of choice</li> </ul>
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- Developing our people
- Engaging our people
- Supporting our people
- Creating a positive workplace culture
- Rewarding and recognising performance

Underneath each of the goals is a narrative in terms of what is meant by each heading, but more importantly the commitments the organisation (including the workforce) will commit to, in order to achieve the goals. As such, the strategy provides a framework for employees and prospective employees to understand our commitments to delivering against its agreed values.

Our commitments explore ways in which the organisation will support the goals of the strategy (for example, reviewing HR policies and processes to make sure we are enabling and facilitating our ambition to be an employer of choice), as well as the ways that employees should take responsibility to support the strategy goals (for example, engaging in two-way engagement, through a range of engagement channels).

Though the strategy will undoubtedly focus on who we want to be as an organisation, ultimately affecting our workforce, one of our goals is to become an employer of choice. With that we need to be recruiting and retaining the best people for Dorset Council. As such, there is an expectation that the People Strategy will also be public facing.

#### **What is the background or context to the proposal?**

Having come together as one organisation, a joined-up People Strategy provides the organisation with a clear, holistic and joined up plan for its workforce, current and future, for the next five years.

An initial HR & OD workshop with an external facilitator identified some key themes of what Dorset Council could look like as an employer of choice. From there an initial project group was set up to consider the key themes from this in more detail. However, the team appreciated the importance of ensuring that the workforce as a collective had a voice to contribute to the People Strategy and who we want to be as an employer.

On 20 June 2019, we held an employee forum session on what it would mean to be an employer of choice. The employee forum is made up of employees from across the council, covering a multitude of council services and locations.

We also held 12 sessions called Developing our People Strategy, in which we opened the sessions up to everyone across the organisation. We had over 100 employees attend and take part in the sessions. These were held across the county, covering Wimborne, Dorchester and Sturminster Newton.

## **Step 2: Intelligence and Communication**

### **What data, information, evidence and research was used in this EqIA and how has it been used to inform the decision-making process?**

- Data for employees will be included in the demographic information available within Dorset Council.

- Data will be included in the demographic information available for residents of Dorset.
- Engagement will take place with members of the assessment group and Trade Union representatives.
- Consultation will take place with employee support groups within Dorset Council from the former sovereign councils.
- Consultation will take place from the relevant/time dependant Diversity Action Group (DAG)

**What data do you already have about your service users, or the people your proposal will have an impact on?**

The People Strategy is ultimately for internal use – allowing our people to understand the ways in which we aim to be an employer of choice. However, in being that employer of choice, we want to recruit and retain the best people for Dorset Council. As such, the people the proposal would have an impact on are both internal and external.

Internal EqIA data

The data contained within this EqIA for internal analysis relates to non-school’s employees, as the People Strategy does not encompass those working in schools. The data below was collected as part of an EqIA completed in August of this year. It relates to all employees of Dorset Council, held on the HR Payroll systems, SAP and ResourceLink. [Please see the EqIA here.](#)

Disability	
Category	Overall workforce (%)
Disabled	2.88
Not disabled	55.31
Prefer not to say	7.66
Not declared	34.15
<b>Total</b>	<b>100</b>

Sex	
Category	Overall workforce (%)
Male	38.73
Female	61.27
<b>Total</b>	<b>100</b>

Age	
Category	Overall workforce (%)
13 – 15	0.27
16 – 24	7.04
25 – 39	23.11
40 – 49	22.53
50 – 59	29.92
60 – 64	10.43
65+	6.70
<b>Total</b>	<b>100</b>

Ethnicity	
Category	Overall workforce (%)
White British	66.36
White Irish	0.04
White Other	2.18
BAME	1.13
Mixed Race	0.04
Prefer not to say	8.54
Not declared	21.71
<b>Total</b>	<b>100</b>

Sexual Orientation		Religion / Belief	
Category	Overall workforce (%)	Category	Overall workforce (%)
Heterosexual	37.13	Christian	15.14
Lesbian / Gay	0.58	Buddhist	0.14
Bisexual	0.16	Hindu	0.02
Other	0.27	Jewish	0.02
Prefer not to say	7.04	Muslim	0.02
Not declared	54.82	Other	0.72
<b>Total</b>	<b>100</b>	No religion	10.99
		Prefer not to say	4.02
		Not declared	68.93
		<b>Total</b>	<b>100</b>

External EqIA data

The data contained within this EqIA for external analysis was obtained through:  
<https://apps.geowessex.com/stats/AreaProfiles/UnitaryAuthority/dorset-council>

Age	%
All Persons (Count)	375,051
0 - 15 Years Old	16
16 - 64 Years Old	55.8
65+ Years Old	28.3

Disability	%
All Usual Residents (Count)	365,153
Day to Day Activities Limited a lot	8.4
Day to Day Activities Limited a little	11.4

Marriage/Civil Partnership	%
All Residents, 16 years + (Count)	305,307
Married	54.2
Same Sex Civil Partnership	0.2



<ul style="list-style-type: none"> <li>• Facilitated workshop with HR &amp; OD colleagues of Dorset Council – 9 July 2019</li> <li>• Facilitated employee forum session – 20 June 2019</li> <li>• Facilitated workshops with employees from across the organisation – August 2019</li> <li>• Feedback on the strategy from People Strategy working group, members of the Senior Leadership Team and Communications – August/September</li> <li>• People Strategy information meeting with Trade Unions to discuss emerging themes from the strategy (GMB attended) – 24 September 2019</li> <li>• The People Strategy will be submitted to SLT for review on 21 October 2019, with Cabinet on 4 November 2019.</li> <li>• Trade Union colleagues from Unite, GMB and UNISON were given opportunity to comment on this EqIA.</li> </ul>
<b>Is further information needed to help inform this proposal?</b>
Yes. Guidance from the Diversity Action Group to identify any suggested actions for the Action Plan.
<b>How will the outcome of consultation be fed back to those who you consulted with?</b>
E-mail responses Workshop engagement

### Step 3: Assessment

Who does the service, strategy, policy, project or change impact?

- If your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option. Please cut and paste the template accordingly.

For each protected characteristic please choose from the following options:

- Please note in some cases more than one impact may apply – in this case please state all relevant options and explain in the ‘Please provide details’ box.

Positive Impact	<ul style="list-style-type: none"> <li>• Positive impact on a large proportion of protected characteristic groups</li> <li>• Significant positive impact on a small proportion of protect characteristics group</li> </ul>
Negative Impact	<ul style="list-style-type: none"> <li>• Disproportionate impact on a large proportion of protected characteristic groups</li> <li>• Significant disproportionate impact on a small proportion of protected characteristic groups.</li> </ul>
Neutral Impact	<ul style="list-style-type: none"> <li>• No change/ no assessed significant impact of protected characteristic groups</li> </ul>
Unclear	<ul style="list-style-type: none"> <li>• Not enough data/evidence has been collected to make an informed decision.</li> </ul>

Age:	Positive Impact
What age bracket does this affect?	All
Please provide details:	The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.

	<p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also has a goal of ‘Developing our people’ with a commitment to maximising the use of the apprenticeship levy to develop existing employees and attract the right employees of the future. By utilising the apprenticeship levy, we are able to develop people of any age within the workforce. Apprenticeships are no longer just for young people starting their careers. Apprenticeships now give the opportunity for people to develop their skills, creativity and talent by either recruiting new staff at the rate for the job, or through maximising career development opportunities for current employees.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their age.</p>
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Disability:	Positive Impact
Does this affect a specific disability group?	All
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’. As Dorset Council, 2.88% of our workforce have identified themselves as disabled. This figure is significantly lower than the Dorset average and so it is unlikely this figure is fully reflective of the workforce. More work needs to take place to ensure that the system data fully reflects the organisation’s demographic. By enabling a more diverse workforce, we are hoping that our work to increase our presence as an employer of choice will encourage more people with disabilities to join our team over the coming years.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on any employees with a disability that may impact on their day to day working. Working in a more collaborative, flexible and innovative environment means that we can use our office space and technology to enable more positive working conditions and options for those that can benefit from it.</p>

	<p>Part of this work to review our working practices also includes our responsibility to support reasonable adjustments to working environments, practices and hours, to name just a few examples. These all implemented to support those with disabilities in work.</p> <p>Dorset Council is committed to supporting those with disabilities, as an employer with Disability Confident status. We are seeking to progress to be inclusive of employees and applicants with a disability, by being a Disability Confident Employer. Over the next few years we want to be role models for Dorset employers by achieving Disability Confident Leader status.</p> <p>We have an in-house employee wellbeing service, linking with external providers Steps 2 Wellbeing, to provide talking therapy services to the workforce. There is a wide programme of work to embed a Mental Health Network across Dorset Council, raising awareness of mental health issues both in and out of the workplace. Further work is also taking place to develop the employee networks and support groups from the predecessor councils to create a new format and purpose for Dorset Council. As part of that piece of work, we are continuing to roll out Mental Health First Aid Training, to ensure that there is a substantial level of awareness that can be built on year on year. This is all to increase awareness on hidden disabilities and provide a better education around neuro diversity to recognise the positive benefits diversity can bring to the workplace.</p> <p>The strategy is designed in a way to use easy to read language, be a visual document and be accessible for the workforce. We are working with our communications and graphics team to ensure that the language is simple and meets requirements. Part of this is also to create a graphic depicting the main strategy goals. This means that the goals for the organisation can be seen in a way easy to interpret, without the full written document. When the strategy is launched, presentations will take place at employee briefings to help anyone with hidden disabilities who may be struggling to understand or interpret the People Strategy.</p> <p>The People Strategy will be relevant equally to all employees, regardless of any disability they may live with, or not.</p>
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<p>Gender Reassignment &amp; Gender Identity:</p>	<p>Positive Impact</p>
<p>Please provide details:</p>	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p>

	<p>The council participates in the Stonewall Workplace Equality Index; this is a benchmarking tool for employers to understand how they are progressing in making a more inclusive workplace for those identifying as LGBTQ+. Part of this includes ensuring that there is sufficient guidance for employees undertaking gender reassignment, as well as guidance for managers and colleagues of those individuals. Included in this will be policy reviews to ensure that family friendly and other policies avoid use of gender-specific language. Forming part of the work to ensure this is used throughout the council is to also encourage the use of pronouns i.e. they/their/them rather than him/her.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on any employee going through gender reassignment.</p> <p>The People Strategy will be relevant equally to all employees, regardless of any gender, or non-gender, they identify with.</p>
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Pregnancy and maternity:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. Therefore, equality of opportunity for pregnant employees, those on maternity leave and new parents will be key to ensuring we have a diverse workforce. Promotion of the Dignity at Work policy will contribute to ensuring a positive workplace culture where discriminatory behaviour will not be tolerated, towards this group or any other protected characteristic.</p>

Race and Ethnicity:	Positive Impact
Please provide details:	The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide

	<p>employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>Promotion of the Dignity at Work policy will contribute to ensuring a positive workplace culture where discriminatory behaviour will not be tolerated, towards this group or any other protected characteristic.</p> <p>The strategy seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their race or ethnicity.</p>
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Religion or belief:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The strategy commitment to supporting our employees includes revisiting policies and practices to support employees to genuinely feel they can be who they are and feel confident in a supportive environment. As such, this may include a review of the network groups across the organisation.</p> <p>The strategy seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation.</p> <p>The People Strategy will be relevant equally to all employees, regardless of any religion or belief they may, or may not, hold.</p>

Sexual orientation:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p>

	<p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The council participates in the Stonewall Workplace Equality Index; this is a benchmarking tool for employers to understand how they are progressing in making a more inclusive workplace for those identifying as LGBTQ+. Following the index submission, the organisation will receive feedback and we will be able to develop a positive action plan. Included in this will be policy reviews to ensure that family friendly and other policies avoid use of gender-specific language. This will mean that families with same sex couples are not marginalised or excluded by the use of gender-specific language.</p> <p>The strategy seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their sexual orientation.</p>
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Sex:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. We recognise that there are areas where there is gender inequality and the people strategy will seek to recognise this and address any negative impacts of a gender-imbalanced environment, by encouraging a positive workplace culture around diversity.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their sex.</p>

Marriage or civil partnership:	Positive Impact
Please provide details:	The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide

	<p>employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way, consistently across the organisation, will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities.</p> <p>The strategy also seeks to embed our core behaviours across the organisation. Respect is a core behaviour, with an emphasis on ensuring we understand each of our differences and the values that they bring to our diverse organisation. The family friendly policies will also be reviewed to ensure that there is no gender-specific language, making sure that they are inclusive of same sex couples.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their marriage or civil partnership status.</p>
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Carers:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that ‘we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers’.</p> <p>The strategy commitment to supporting our employees includes revisiting policies and practices to support employees to genuinely feel they can be who they are and feel confident in a supportive environment. As such, this may include a review of the network groups across the organisation.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on those who may need to juggle work and home commitments in their role as a carer, making it more achievable to work in a flexible environment. The main struggle the</p>

	<p>organisation faces with this is ensuring that flexible working is applied consistently across the workforce, obviously recognising the fundamental needs of the service. Family friendly policies will also support carers in their lives outside of work.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their role as a carer.</p>
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Rural isolation:	Unclear
Please provide details:	<p>Work would be needed to identify the impact the people strategy would have on those affected by rural isolation.</p> <p>The strategy is essentially a roadmap for the 'people' element of organisation, so has a strong internal focus. Internally, we promote our flexible working options, with many in roles that allow it to work remotely when the business can allow. In times of adverse weather, employees are encouraged to not put themselves at risk, particularly those who live in rural areas, utilising local office space.</p> <p>We need to not only consider isolation in it's plainest form, but about the causes of the isolation – what are contributing factors and how can they be addressed? Understanding the impact of isolation for the workforce should form part of the action plan. The isolation of employees geographically as we as technologically will also be considered alongside the assets and office space reviews taking place. The People Strategy will compliment this piece of work as we consider our ways of working (i.e. dispersed, agile, remote working) for Dorset Council.</p> <p>However, to be an employer of choice, we need to be considering our offer as part of our recruitment and retention strategy. As such, the focus for ensuring attraction for those suffering rural isolation would be addressed as part of that piece of work, supported in turn by this strategy. In terms of our recruitment, this work may include consideration of where we advertise our roles, how candidates access the adverts, interview expenditure and accessibility to interviews. It may also include what support we offer candidates in preparation for applying or being interviewed for roles.</p>

Single parent families:	Positive Impact
Please provide details:	<p>The development of a People Strategy is integral to supporting the creation of a new shared culture for Dorset Council. It will provide employees with an understanding of the goals and commitments for everyone in the organisation, to enable us to be an employer of choice.</p> <p>The first commitment the organisation makes to become an employer of choice is that 'we will promote and proactively work towards enabling a diverse workforce across all levels of organisation, acting as a role model for all Dorset employers'. The Stonewall Equality Index assessment will enable us to consider an action plan to review our family friendly policies. This will include</p>

	<p>language review to avoid gender-specific language, supporting single parents.</p> <p>The People Strategy also acknowledges the ambition to create a positive workplace culture, making the best use of our office accommodation to enable innovation, collaboration and flexibility. The ability to work in a more flexible way will mean that employees will be able to work in a way that can be mutually beneficial for both the organisation and the individual, within business capabilities. This will have a positive impact on those who may need to juggle work and home commitments in their role as a single parent, making it more achievable to work in a flexible environment. The main struggle the organisation faces with this is ensuring that flexible working is applied consistently across the workforce, obviously recognising the fundamental needs of the service.</p> <p>The People Strategy will be relevant equally to all employees, regardless of their role as a single parent.</p>
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Poverty (social & economic deprivation):	Unclear
Please provide details:	<p>Work would be needed to identify the impact the people strategy would have on those affected by social and economic deprivation.</p> <p>The strategy is essentially a roadmap for the 'people' element of organisation, so has a strong internal focus. However, to be an employer of choice, we are looking to create a single positive culture for the organisation, which would have a positive aspect on those affected internally by social deprivation. When thinking externally, there needs to be a consideration of our employment offer to be an employer of choice. Using our ethos, behaviours and wellbeing elements in our online presence starts to paint a picture of who we are as an organisation, enabling us to attract those who may not have had success with other employers. This would form part of our recruitment and retention strategy. As such, the focus for ensuring attraction for those in poverty would be addressed as part of that piece of work, supported in turn by this strategy.</p> <p>This work may include consideration of where we advertise our roles, how candidates access the adverts, interview expenditure and accessibility to interviews. It may also include what support we offer candidates in preparation for applying or being interviewed for roles.</p>

Military families/veterans:	Unclear
Please provide details:	<p>Work would be needed to identify the impact the people strategy would have on military families and veterans.</p> <p>Internally, there would be a positive impact in a new shared culture that supports the wellbeing of its employees and provides a consistent ability to work in a more agile way, allowing those affected</p>

	<p>by conditions such as Post-traumatic Stress Disorder (PTSD) to work in a supportive environment.</p> <p>The Employee Wellbeing Service are continually promoting the Mental Health First Aid programme, embedding Mental Health First Aiders into the organisation. This, alongside the Mental Health Network, will be working to raise the profile of hidden illnesses in the organisation.</p> <p>The council is signed up to the Armed Forces Covenant, which is a promise by the nation to ensure 'that those who serve, or have service in the armed forces, and their families, are treated fairly'.</p> <p>Externally, our offer as an employer is to be an employer of choice. As such, using our ethos, behaviours and wellbeing elements in our online presence starts to paint a picture of who we are as an organisation, enabling us to attract those who may not have had success with other employers. We also need to be considering our offer as part of our recruitment and retention strategy. This work may include consideration of where we advertise our roles, how candidates access the adverts and what support we offer candidates in preparation for applying or being interviewed for roles.</p>
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## Step 4: Action Plan

Provide actions for **positive**, **negative** and **unclear** impacts.

If you have identified any **negative** or **unclear** impacts, describe what adjustments will be made to remove or reduce the impacts, or if this is not possible provide justification for continuing with the proposal.

Issue	Action	Person(s) responsible	Deadline	How will it be monitored?
Action plans	Create and finalise Action Plan to accompany the People Strategy to measure success.	David Patrick	13 November (launch of People Strategy)	Self-measured by employees against actions, SLT reviews and OD team project reviews.
Rural Isolation	Review our recruitment and retention approach to encourage those in rurally isolated areas to apply. This includes how and where we are encouraging candidates to apply.	David Patrick / OD team	Ongoing	Link in to recruitment and retention review.
Rural Isolation	Work to understand causes of isolation. Utilisation of a new engagement platform could address this	David Patrick	Ongoing	Link in to recruitment and retention review.

## Step 5: EqIA Sign Off

Officer completing this EqIA:	David Patrick	Date:	11 October 2019
Equality Lead:	Susan Ward-Rice	Date:	21 October 2019
Directorate Board Chair:	Rick Perry	Date:	11 October 2019