# EQUALITY IMPACT ASSESSMENT FORM

**Not all projects require a full impact assessment. Please ensure you have completed the pre-appraisal checklist (Link) which defines this requirement.**

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| **Name of Business Unit** | Workplace Innovation |
| **Name/designation of person(s) responsible for managing/ conducting this process** | Mhairi Walker/Anne Marie Donald |

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| **Name of Project**  | Leadership Development Framework (Growth Leadership; Essential Leadership) |
| **Is it (\*delete as applicable)?** |  | \*Existing with changes |
| **Is the policy contracted out? (\*delete as applicable)** |  | \*Yes |
| **If yes, who delivers this policy for your organisation?** | Still to be procured January 2019 |
| **Is responsibility for delivery shared with others? (\*delete as applicable)** | \*No |  |
| **If yes, who are your partners?** |  |

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| **Which of the following equality areas are relevant to this policy/project?**  |
| **Age**  | **Yes** | **Disability** | **Yes**  |
| **Gender Re-Assignment**  | **Yes** | **Marriage & Civil Partnership** | **No** |
| **Pregnancy & Maternity** | **Yes** | **Race**  | **Yes** |
| **Religion or Belief** | **Yes** | **Sex**  | **Yes** |
| **Sexual Orientation**  | **Yes**  | **Human Rights** | **No** |

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| **Timescale for** **Assessment** | October 2018 | **Timescale for Involvement/Consultation** | October 2018 |
| **Start Date** | October 2018 | **Completion Date** | October 2018 |
| **EO Champion review by** | Scott Reid-Skinner | **Date** | 22 November 2018 |
| **SRO name and email approval on file** | Helen Noble helen.noble@scotent.co.uk | **Date** | 23 November 2018 |

## 1. Identify ALL the Aims of the Policy/Project (consider these questions to prompt answers)

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| 1. What is the purpose of the policy/project? (consider explicit and implicit aims)2. Who does the policy/project affect?3. Who does the policy/project benefit directly? (e.g. employees/service users; equality groups, other stakeholders)4. What results/outcomes are intended? |

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|  1. SE aims to develop the vision, mindset and competence of strategic decision makers and influencers of Scottish business, with the desired outcomes of improving personal effectiveness, organisational competitiveness and company performance. This is within the overarching context of Workplace Innovation which seeks to promote a more inclusive approach to workplace practices. 2.Account managed and non-account managed businesses3. Business owners, business leaders, senior directors4. Building values based leadership capability, developing business growth through inclusive growth and increase the implementation of fair work practices within Scottish businesses. |

## 2. Consider the Evidence (data and information) - (consider these questions to prompt answers)

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| 1. What information or data would it be useful to have? What data (quantitative and qualitative) is available? (in-house/external) How reliable/valid/up-to-date is it?2. What does the data/information tell you about* Different needs?
* Different experiences?
* Different access to services, information or opportunities?
* Different impacts/different outcomes?

3. Are there any gaps that you should fill now/later by further evidence gathering/commissioning or by secondary analysis of existing data?4. Are there any experts or stakeholders you should involve/consult now? Have you involved/consulted any experts already? What were their views? |

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| 1. Data is already available as most of the companies will already be working with SE and/or BG.
2. The data tells us that the programmes will need to support business specific objectives and needs. Companies will develop a bespoke action plan which they will focus on and implement over the course of the programme.

There is a need to focus on geographical delivery to allow wider access to the programme. The programme will be refreshed to include the ethos of workplace innovation and values based leadership. The outcomes will be different for each business and will be in line with fair work practices.3. No4. The information we gathered meets the needs of SE and our stakeholders |

## 3. Assess the likely impact on different groups - (consider these questions to prompt answers)

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|  1. Does your analysis of the evidence indicate any possible adverse impact on a particular group (age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation.) or does it breach human rights legislation. 2.If it is adverse,* Does this amount to unlawful discrimination? (See guidance)

3. In what areas does it have an impact? E.g. access to information, experience of services?**4. Even if there is no evidence of adverse impact, is there an opportunity to** **actively promote equality or foster good relations between different groups?** |

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| 1. No - the ethos of workplace innovation is inclusivity; in terms of access to employment opportunities for as diverse a group as possible and equal access to development opportunities which increase their skills and employability. The Workplace Innovation team work with companies to promote the advantages to the organisation and its staff of the benefits of having fair and progressive workplace practices. This fits with Scottish Government’s commitment to promoting increased opportunities for more individuals to participate in work and more individuals to participate in “good work”
2. N/A
3. N/A
4. The leadership development programmes are delivered to groups of diverse business leaders in terms of size of business, location and sector. All participants are treated equally and the delivery structure requires active interaction and discussion between participants offering opportunity to share and develop understanding of each other, the diversity of the workforces employed in the participants’ businesses and the advantages of recruiting and employing from different groups.
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## 4. Consider alternatives (what to do if you find adverse impact) - (consider these questions to prompt answers)

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| 1. How can you change your proposal in a way that is proportionate, and will* Remove unlawful discrimination or comply with human rights?
* Reduce any adverse impact?
* Advance/promote equality?
* Foster good relations between different groups?
* Help us achieve our published equality outcomes (See guidance)?

2. If there are no actions proposed, can the policy/project still be justified? 3. Can the aims be met in some other way? What can you do now/later?4. What are you recommending? |

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| 1. SE is due to procure a refreshed programme which will support ambitious business leaders that want to grow their business while supporting the Scottish Government’s commitment to promoting better working practices, working environments and increased opportunities for more individuals to participate in work.
2. We work closely with our equalities team to ensure we promote our leadership services in relevant ways to target under represented groups.
3. NA
4. SE venues will be used as delivery locations for Essential Leadership and Growth Leadership programmes where these are suitable and available. When this is not possible, the supplier will identify a suitable venue and seek the SE project manager’s agreement to the use and cost of same in advance of booking. All venues must comply with SE requirements on Equalities and Health & Safety. Suppliers will be reimbursed by SE at cost. All invitations and delegate correspondence will include ‘Please advise if you have any dietary requirements or other additional needs’
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## 5. Involve/Consult relevant stakeholders if appropriate - (consider these questions to prompt answers)

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| 1. What are the views of the people who are likely to be affected or who have an interest about * Whether you have identified the right issues?
* Whether you have proposed suitable modifications?
* Whether your proposals will meet their needs?

 2. Should you involve people in the re-design of the policy?3. How will you consult once changes have been made?4. Whom do you need to get views from?(internally/externally)5. What methods will you use? (consider “hard to reach” groups)6. What formats will you use for communicating with different groups? |

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| We have undertaken a range of research (e.g. consultation with internal and external stakeholders, desk research). Internally we have consulted with colleagues in our policy teams/ workplace innovation/account management/products to ensure alignment with other SE and public-sector services.We will use the available formats and channels to our organisationExternally we have consulted with current suppliers of the leadership programmeWe use the available formats and channels to our organisation and used by our customers including social and digital channels.  |

## 6. Decide whether to adopt this policy/project - (consider these questions to prompt answers)

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| 1. What were your findings from the consultation/involvement?2. Taking into account all of the data, information, potential impact issues and consultation feedback, what will you recommend?* Reject the policy – there is evidence of actual/potential unlawful discrimination or breach of human rights.
* Accept the policy – The EIA demonstrates the policy is robust with no adverse impacts and all opportunities to promote equality/foster good relations have been taken.
* Modify the policy – Adjust the policy to remove barriers or better promote equality
* Continue with the policy – Issues with the policy have been identified but you wish to continue with the policy. Clearly set out justification for doing this. Compelling reasons will be needed.

3. If the EIA is on a high-level policy/strategy state here if further EIAs need to be carried out on projects emanating from the policy/strategy and inform project  managers.  |

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| The EIA demonstrates the policy is robust with no adverse impacts and all opportunities to promote equality/foster good relations have been taken. |

## 7. Make Monitoring (and review) Arrangements - (consider these questions to prompt answers)

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| 1. How will you know what the actual effect of the policy/project is?2. In what ways will you monitor? e.g. continuously or irregularly, quantitative methods such as surveys, qualitative methods such as interviews3. How often will monitoring information be analysed?4. When will you review the policy/project taking into account any monitoring information? |

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| The refreshed programme has been reviewed internally by the project team and the recommendations from this review have been incorporated into these proposals.We will review the programme on an ongoing basis through the Workplace Innovation Performance measurement framework.Our customers will be monitored at appropriate intervals through our workplace innovation performance measurement frameworkThe information is analysed monthly and at the end of each year to assess the overall reach and engagement with customers and the performance of the programme against our objectives.We will monitor participation by different groups e.g. number of female leaders, leaders with disabilities and will use this information to target our promotion of the programmes if necessary. |

**8. Equality Impact Assessment review**

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| Please forward the completed document to your equality champion for review. This should then be approved by the SRO and returned to your champion for publication on the Scottish Enterprise external website.  |

**9. Summary of Actions**

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| List any actions agreed and indicate dates for review. |

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