



Equality Impact Assessment (EQIA) Form

A. GENERAL INFORMATION

Name of proposal	Rewards Review
Responsible department	Human Resources

B. AIMS OF THE PROPOSAL

What do you hope to achieve?	The rewards review is a process we are going through to make sure our organisational structure supports SSSC to achieve its strategic objectives.
Why is the proposal needed?	<p>We started a job evaluation exercise in 2019 to review our pay, grading and rewards structure across the organisation. As a result of that exercise, it flagged some significant issues within our pay and grading structure, so we need to review our complete rewards package to help us work out the problems and decide the best way forward.</p> <p>This links closely to our organisational characteristics in our Strategic Plan ie "People want to work at the SSSC - the SSSC can only achieve its outcomes with dedicated and talented staff. We invest in our staff and effectively manage the talent within the SSSC. We create an organisation in which staff can flourish through interesting and rewarding work. All our staff know the important role</p>

	they play in protecting some of Scotland's most vulnerable people. Our staff are our greatest ambassadors for the organisation."
How will the proposal contribute to the SSSC's strategic objectives and/or priorities?	<p>This review links to strategic priority 3 - Our workforce planning activities support employers, commissioners, and proposal makers to deliver a sustainable, integrated, and innovative workforce.</p> <p>As the strategic plan states "we are committed to investing in our own workforce the same way we are invested in the external workforce". This review links to that as it is there to include and support all employees through any potential organisational workforce change where the result may be in relation to team structures, pay, and grading.</p> <p>We recognise that this would be an unsettling time and we seek to support staff through any workforce change as a result of the Rewards Review by applying the guiding principles:</p> <ul style="list-style-type: none"> ▪ It will support our strategic responsibilities. ▪ It will provide a clear and understandable pay, grading and rewards structure. ▪ It will help employees understand how their role relates to other roles both inside and outside the SSSC. Jobs of equal value will be paid fairly and transparently. ▪ We will try to safeguard the employment of all employees during any workforce change, wherever possible. ▪ We will keep employees informed throughout the process through effective communication. ▪ We will support employees to adjust and where appropriate apply for alternative roles through appropriate learning and development opportunities. ▪ It will make us an employer of choice by providing a competitive rewards package.
How will the proposal address the SSSC's Equality duties?	The Rewards Review addresses all 3 of the equality duties in accordance with the Equality Act 2010, Public Sector Equality Duty (PSED) i.e. eliminate discrimination, harassment, victimisation, and any other conduct that is

	<p>prohibited by or under the Equality Act 2010, advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</p> <p>The Rewards Review focus is on the role. It will help employees understand how their role relates to other roles both inside and outside the SSSC. Jobs of equal value will be paid fairly and transparently.</p>
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C. DATA AND EVIDENCE GATHERING

What evidence has been used to come to the decisions contained in this EQIA?	<p>The Rewards Review has been undertaken as a result of a previous job evaluation exercise in 2019 which highlighted issues within our pay and grading structure and a subsequent independent consultant review in 2020 which started to help us work out and decide the best way forward. As a result, it was agreed to continue to evaluate the rest of our roles and to review the organisational structure at the same time.</p>
Has the proposal been the subject of relevant engagement and/or consultation?	<p>The Rewards Review follows best practice, and a Programme Governance Group has been set up to oversee the work. The members of this group are Lorraine Gray, Chief Executive, three Council members, Partnership Forum representatives, Lynn Murray, Interim Head of Finance and Resources, Lucy Finn, Head of HR and Nicki Gautier-Hughes, Programme Manager</p> <p>Consultation and communication have been undertaken with all employees within the SSSC, via individual meetings, a dedicated Rewards Review intranet page, direct access to HR specialist advice, regular weekly updates through Weekly Briefings, iBulletins, regular intranet broadcasts, and HR drop-in sessions.</p> <p>Postholders participating in the job evaluation exercise were selected through consultation with their line manager. The selection was made on a non-discriminatory basis and included both male and females of varying ages. A</p>

	spreadsheet detailing the postholder's names, email addresses, and post titles was emailed to Beaman's for them to begin the job evaluation process.
Has best judgement been used in place of data/research/evidence?	Yes. The Rewards Review is undertaken in accordance with good practice and professional specialist knowledge and experience, both internally and externally.
Have any gaps been found in the data?	N/A.

D. ASSESSING IMPACT AND IDENTIFYING OPPORTUNITIES TO PROMOTE EQUALITY

<p>Gender – does the proposal take account of different roles and responsibilities? Does it assume, perhaps wrongly that men have no caring responsibilities? Is the proposal flexible enough to provide a service that everyone can access?</p> <p>The Rewards Review Programme applies equally to all employees, permanent, temporary, and agency staff, and is accessible regardless of gender, however the JEGS workstream will only evaluate permanent roles listed in our establishment.</p> <p>Any changes to grading following the JEGS process would also impact any member of staff in a permanent role, on a temporary basis.</p>
<p>Ethnicity – have you covered all minority ethnic groups? Consider the impact your proposal has on someone from a minority ethnic group and remember this impact may differ depending on the gender, disability, faith, sexual orientation or ethnicity of the person as different cultures have different views on what is acceptable. Consider language and format.</p>

The Rewards Review Programme applies equally to all employees, permanent, temporary, and agency staff, and is accessible regardless of ethnicity, however the JEGS workstream will only evaluate permanent roles listed in our establishment.

Any changes to grading following the JEGS process would also impact any member of staff in a permanent role, on a temporary basis.

Disability – a person has a disability if they have a physical or mental impairment that has a substantial and long-term adverse effect on that person’s ability to carry out day-to-day activities. How does this proposal affect disabled people? Are there any impairment groups who are unfavourably affected by the policy?

We recognise that the Rewards Review may be stressful for some employees and cause anxiety. People with existing mental health issues may already have difficulties with personal resilience and this may add to anxieties around being subject to workforce change resulting in job evaluation etc. Mitigation measures including full consultation and communication at every step of the way and support from Human Resources and line managers is offered to alleviate additional stress arising from the process. We will also make reasonable adjustments to the process to ensure that the participating employee can participate fully and is not disadvantaged in any way due to a disability.

Sexual orientation – what are the issues for this group in terms of your proposal? Does it meet the needs of this group?

It is not considered that the Rewards Review will have potential for impact on this protected group(s) as this information is not a determining factor in the review.

Gender reassignment – does your proposal include people of different gender identities? Will your proposal impact transgender individuals in any way?

The Rewards Review seeks to be inclusive by using gender-neutral language throughout thereby not excluding employees who have undergone gender reassignment.

Age – remember different age groups have different concerns. When considering age remember that some individuals are more vulnerable or have issues that may need additional consideration.

The Rewards Review Programme applies equally to all employees, permanent, temporary, and agency staff, and is accessible regardless of age, however the JEGS workstream will only evaluate permanent roles listed in our establishment.

Any changes to grading following the JEGS process would also impact any member of staff in a permanent role, on a temporary basis.

Marital and civil partnership – it is unlawful discrimination for people who are married/civil partnership/same-sex couple to be treated less favourably in employment than those who are not married/civil partnership/mixed-sex couple.

It is not considered that the Rewards Review will have the potential for impact on this protected group(s) as this information is not a determining factor in the review.

Pregnancy and maternity – protection against maternity discrimination cover 26 weeks after giving birth – this includes treating a woman unfavourable because she is breastfeeding.

We recognise that being on maternity leave may cause additional stress to employees. We encourage regular communication between employees and their line manager with regular updates on the Rewards Review as we move through this process.

Religion/Belief/Non-belief – does your proposal take into account different festivals, holidays, religious days and traditions? Will the different faith beliefs impact on women from that group and exclude or prevent them from using the service?

The Rewards Review and supports available assist managers to consider requirements of employees' religion, belief, or non-belief as we go through the Rewards Review process.

E. CHALLENGES AND OPPORTUNITIES FOR GROUPS LIVING IN AN ISLAND COMMUNITY

This section considers the impact or effect of the proposal on island communities and whether this could be significantly different from its effect on other communities.

It is recognised that our islands face particular challenges around distance, geography, connectivity, and demography, so it is important that we consider these properly and make sure islands receive fair and equitable treatment and that there is no detriment to their unique circumstances.

The Rewards Review is inclusive of all employees in the SSSC, there is no discrimination against any employee, regardless of protected characteristics or not. The organisation offers flexible/hybrid working which allows employees to work from home and carry out a role without their geographic location being a factor unless the location means that they would not have access to internet of sufficient quality to carry out their role. Addressing internet supply issues would be beyond our remit as an employer and therefore this policy is likely to have no impact on people living in an island community.

The Rewards Review focus is on a role - jobs of equal value will be paid fairly and transparently. An ICIA (Islands Community Impact Assessment) is not required.

F. CHILD RIGHTS AND WELLBEING

This section considers the impact of the proposal on children and young people, or specific groups of children and young people, in Scotland.

N/A - nothing of relevance to add here.

G. HEALTH AND WELLBEING AND HEALTH INEQUALITIES

This section considers the impact of the proposal on physical and mental health and wellbeing; this includes for example, participation, creativity and developing potential.

The Rewards Review may have a negative impact on the mental health and wellbeing for those employees who are participating in the job evaluation exercise as job evaluation is often perceived as stressful and can cause some employees to feel anxious. Support and

guidance is available to managers and employees to ensure that all employees understand why we are doing a rewards review and that up to date communication and support to complete any relevant documents is provided on an ongoing basis.

We will continue to monitor and capture the health and wellbeing of our employees through opportunities for discussion at regular 1-1s, Healthy Working Lives initiatives, Investors In People and staff wellbeing surveys.

H. ECONOMIC AND SOCIAL SUSTAINABILITY

This section is concerned with the impact of the proposal on pay and employment opportunities as well as valuing and supporting voluntary work.

The benefits of the Rewards Review for both the SSSC and its employees are:

- provides a clear and understandable pay, grading and rewards structure
- supports our strategic responsibilities
- makes us an employer of choice by providing a competitive rewards package
- helps employees understand how their role relates to other roles both inside and outside the SSSC. Jobs of equal value will be paid fairly and transparently.

I. CARE EXPERIENCED CHILDREN, YOUNG PEOPLE AND ADULTS

This section concerns our duties to put Scotland's care experienced children, young people and adults at the heart of what we do.

N/A - the focus is on our employees. We do not hold any relevant data and are therefore unable to comment.

J. DECISION MAKING

Which of the following statements best describes the action that should be taken following the EqIA in relation to your proposal?

No major change	<input checked="" type="checkbox"/>
Adjust the policy	<input type="checkbox"/>
Continue with Policy	<input type="checkbox"/>
Stop and remove the policy	<input type="checkbox"/>

Outline the reasons why you've selected this option

The Rewards Review covers all employees across the organisation and aims to treat everyone fairly regardless of protected characteristics. We should continue with the review because ensuring we have a clear and understandable pay and grading structure in place will provide reassurance and security to all employees on how their role relates to other roles both inside and outside the SSSC and that jobs of equal value will be paid fairly and transparently.

This will have a positive impact on the SSSC by supporting employees through the Rewards Review and any associated organisational change and in turn ensure a more motivated and productive workforce.

K. MONITORING AND REVIEWING

How will the implementation of the policy/proposal be monitored? How and when will the impact of the proposal be reviewed? Outline the actions that will be taken, the timescale for these and who will be responsible for carrying out these actions.

Action	Timescale	Person Responsible
The Rewards Review as a whole is monitored on a regular basis making amendments as appropriate in consultation with the Programme Governance Group.	Ongoing.	Lucy Finn, Head of HR.

L. SIGN OFF

Name: Lucy Finn

Title: Head of Human Resources

Date Approved: March 2022