

# Dacorum BC Community Impact Assessment (CIA) Template – Appendix 2

**Policy / service / decision**

**Market Forces Supplements Policy and Procedure**

**Description of what is being impact assessed**

*What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?*

*Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc*

*It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact*

Over Autumn 2022, a project was undertaken which explored recruitment difficulties and areas of high agency spend. In the discovery phase of the project, data was analysed on: failed recruitment attempts, areas of high agency spend, reasons for staff leaving, what others were offering in relation to salary packages. From this phase, one of the key findings was that it identified some recruitment/retention issues across parts of the Council.

In light of these findings the project identified the need for the Council to revise the existing market forces policy, as it needed a stronger focus on governance and the application of market forces payments. The eligible criteria for roles receiving market forces payment is all inclusive and are not EDI specific.

**Evidence**

**What data/information have you used to assess how this policy/service/decision might impact on protected groups?**

*(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

In determining whether this policy was required various forms of data was analysed, such as: failed recruitment attempts, areas of high agency spend, reasons for staff leaving, what others were offering in relation to salary packages.

The new policy will increase the governance and consistency of apply market forces payments to ensure it is based on a genuine material and

occupational reason which will ensure protected groups are not negatively impacted.

**Who have you consulted with to assess possible impact on protected groups?** *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

In creating this policy the following stakeholders have been consulted: Strategic Leadership Team, HR team, EDI, Unison, Unite, Head of Financial Services and Assistant Director (Planning).

There is no foreseeable impact on protected characteristics and it is therefore an all-inclusive policy.

### Analysis of impact on protected groups (and others)

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- *The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.*
- *Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).*

### Summary of impact

#### Protected group

*What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?*

**Negative  
impact /  
outcome**

**Neutral  
impact /  
outcome**

**Positive  
impact /  
outcome**

<p><b>Age</b></p>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>The policy may encourage applicants from a more diverse age range and provide them with an opportunity to earn a salary that is competitive in the market.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Disability (physical, intellectual, mental)</b></p> <p><i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i></p>	<p>All reasonable adjustments will continue to be adhered to in order to attract a diverse poll of candidates. Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>If necessary, the job description will be revised to ensure that the requirements for the job are truly essential, ensuring that the job description does not include requirements that may prevent someone with a disability or medical condition from applying, where they are not relevant to the role.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Gender reassignment</b></p>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Race and ethnicity</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Religion or belief</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sex</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Not protected characteristics but consider other factors, e.g. carers,</b>	<p>A market forces supplement to current roles may improve retention of staff by providing a more competitive salary in line with market rates. Staff in these roles may feel more valued and feel supported with the Cost of Living Crisis and other changes in the economy at present.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<p><b>veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>Candidate attraction may be more receptive to a market forces supplement and attract candidates from a more diverse background to apply.</p> <p>Hiring managers will have the responsibility to firstly recruit for the role and if necessary, offer training and development opportunities to their team so that interested parties are qualified to apply for this job. This should be open to all.</p> <p>Where it can be demonstrated that there is a genuine material and occupational reason for adding market forces payments, the manager will need to produce a detailed business case in line with the policy. The Market forces supplement will be paid to all employees within the same role in order to remove any pay inequalities.</p> <p>Hiring Managers will be accountable to provide a timeframe as part of their business case plan between having to apply the market forces supplement (STEP 1) and when they will be implementing STEP 3 modifications for future opportunities.</p>			
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**Negative impacts / outcomes action plan**

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

<b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i>	<b>Date</b>	<b>Person responsible</b>	<b>Action complete</b>
	Select date		<input type="checkbox"/>

	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
No negative impacts have been identified from the market forces policy. It is aimed to provide a recruitment and retention tool to enable the Council to increase direct recruitment of candidates and also retain experienced/skilled staff in roles that are identified in the industry as being hard to fill.			
<b>Completed by (all involved in CIA)</b>	<b>Cybele Fernandes ( Diversity and Community Inclusion Lead Officer)</b> <b>Priti Gohil (HR &amp; OD Team Leader)</b>		

<b>Date</b>	<b>16/01/2023</b>
<b>Signed off by</b>	<b>Matt Rawdon (Assistant Director – People)</b>
<b>Date</b>	<b>20<sup>th</sup> January 2023.</b>
<b>Entered onto CIA database - date</b>	<b>TBA</b>
<b>To be reviewed by (officer name)</b>	<b>Aidan Wilkie (Strategic Director – People and Transformation)</b>
<b>Review date</b>	<b>20<sup>th</sup> January 2023</b>