**Formal consultation on the proposals for the restructure
of the Adults & Communities Delivery Unit
APPENDIX D**

Employee Equality Impact Assessment

Programme Name: [Adults Transformation Programme: Staffing Efficiencies Project]

[This document remains live with information being added at each critical milestone]

Project Owner:	**James Mass**
Date process started:	**4 November 2015**
Date process ended:	**TBC**

This EIA is being undertaken because it is:	☐ outlined within the equality scheme relevance assessment table ☐ part of a project proposal submission to the programme management board ☒ a result of organisation change ☐ other – please specify:

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1. Introduction

1.1 Aims and objectives of the Staffing Efficiencies Project

The project builds on work done to model workforce savings in the Adults and Communities Delivery Unit and aims to facilitate savings of £1,000k in 2016/17 and savings of £400k in 2017/18 through staff reductions and deletion of vacant posts. The key driver for this project is to deliver efficiencies within the workforce staffing budget but the restructure needs to ensure that the Delivery Unit is suitably equipped to deliver the Commissioning Plan as set out by the Adults and Safeguarding Committee.

These changes will affect the skills mix within the operational teams in Social Care. This will be achieved through deleting qualified Social Worker posts, and replacing these with Assessment and Enablement Officers, who do not require a qualification in Social Work to carry out their duties.

The rebalancing of the skills mix is intended to deliver a cost saving, as Assessment and Enablement Officers cost less in terms of salary, while the increase in Assessment and Enablement Officers will enable Social Workers to focus on more complex statutory and safeguarding activities.

No Social Worker will be placed at risk of redundancy as a result of this proposal, as the intention is to release agency staff and to delete vacant posts in the first instance.   The full saving of this element will be achieved by replacing Social Workers with Assessment and Enablement Officers when they leave the service.

The second aspect of this is that efficiencies will be made within the support service element of Adults and Communities within the Community and Wellbeing Teams.

The final aspect is the streamlining of management across the Delivery Unit. This includes the deletion of the Service Manager roles in the operational teams.   This will achieve a streamlining of reporting lines as well as a significant cost saving.

1.2   Description of the critical milestones

- 3 December 2015 – Formal Consultation Opens with Staff and Unions
- 1 Febuary 2015 – Consultation Closes with Staff and Unions
- February 2015 – Final Recommendations go to General Functions Committee

1.3   Key Stakeholders

1.Staff within Adults and Communities who are in scope for the planned restructure

2.Trade Unions

3.Senior Council Officers who are supporting the proposed changes

4. Councillors who will be required to approve the efficiency proposals at general functions.

A separate EIA will be carried out in respect of the public, who use the services of the Adults and Communities Delivery Unit to identify any Equality Impacts on the public as a result of the proposed efficiencies savings.

2.   Any Anticipated Equalities Issues at each milestone and identified mitigation

2.1   Opening of Consultation

As Adults & Communities is a predominantly female workforce, it is anticipated that female workers will be disproportionately affected by the proposed efficiencies across the workforce. However there is no fair way of mitigating this and in order to achieve the savings target the proposed efficiencies are necessary.

2.2   Closure of Consultation

The Adults workforce age profile suggests that the workforce includes a number of staff who have been in post for a number of years and may be out of practice when it comes to recruitment and selection. This can be mitigated by the offering of interview and application skills training to all staff at risk.

2.3   Final Recommendations to be considered by General Functions Committee

The outcome of the General Functions Committee is likely to result in up to 20 staff being placed at risk of redundancy. As the workforce of Adults is predominantly female (75.7%) it is likely that women will be more disadvantaged by this exercise.

There is no fair means to mitigate against this occurrence, although managers will be expected to ensure that any selection criteria for redundancy are applied in line with Barnet's Managing Organisational Change policy.

3. Monitoring Summary

3.1 Table 1- Employee EqIA Profile of the Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

		Name Milestone 1		Name Milestone 2		Name Milestone 3		Name Milestone 4	
		No.	% change	No.	% change	No.	% change	No.	% change
Number of employees		285							
Gender	Female	216							
	Male	69							
	Unknown	0							
Date of Birth (age)	1994-1997 (18-21)	1							
	1993-1986 (22-29)	26							
	1985-1976 (30-39)	55							
	1975-1966 (40-49)	63							
	1965-1951 (50-64)	131							
	1950-1941 (65-74)	9							
	1940 and earlier (75+)	0							
	Unknown	0							
Ethnic Group	**White**	146							
	British	109							
	Irish	12							
	Other White	25							
	Mixed	8							
	White and Black								
	Caribbean	2							
	African	1							

	White and Asian	3								
	Other mixed	2								
	Asian and Asian British	36								
	Indian	24								
	Pakistani	3								
	Bangladeshi	5								
	Other Asian	4								
	Black or Black British	56								
	Caribbean	18								
	African	34								
	Other Black	4								
	Chinese or Other Ethnic Group	1								
	Chinese	1								
	Other Ethnic Group									
	Prefer not to say/information refused	11								
	Unknown	27								
Disability										
	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)									
	Hearing (such as: deaf, partially deaf or hard of hearing)									
	Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	1								
	Speech (such as impairments that can cause communication problems)									
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	1								
	Severe disfigurement									
	Learning difficulties (such as dyslexia)									
	Mental illness (substantial and lasting more than a year)	1								
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	4								
	Other Disability	2								
	No Disability	221								
	Not stated	31								
	Unknown	24								
Same gender as at birth										
	No	2								
	Yes	194								
	Prefer not to say/information refused	5								

	Unknown	84								
Pregnancy and Maternity										
	Pregnant	0								
	Maternity Leave (current)	4								
	Maternity Leave (in last 12 months)	6								
Religion or Belief										
	Christian	126								
	Buddhist	4								
	Hindu	17								
	Jain	1								
	Jewish	12								
	Muslim	15								
	Sikh	1								
	Other Religions	2								
	No Religion	32								
	Not Stated	16								
	No form returned	15								
	Atheist	8								
	Agnostic	9								
	Humanist									
	Prefer not to say	27								
	Not Assigned									
Sexual Orientation										
	Hetrosexual	178								
	Bisexual	2								
	Lesbian or Gay	15								
	Prefer not to say	56								
	Unknown	34								
	Not Assigned									
Marriage and civil partnership										
	Married	119								
	Single	72								
	Widowed	1								
	In Civil Partnership	3								
	Cohabitating	22								
	Divorced	13								
	Separated	5								
	Unknown	34								
	Other	1								
	Prefer not to say	15								
	Not Assigned									
Relevant and related grievances										
	Formal									
	Upheld	Not required								
	Dismissed									

3.2 Evidence

3.3 List below available data and research that will be used to determine impact on different equality groups

A report was generated from HR Core to identify the workforce equality profile, and this is listed at 3.1.   Although not all employees within the service are directly affected by these changes in terms of their employment position, the proposed changes will result in post reductions and revisions and a change in service's delivery model, so the data collected reflects the equality profile of the whole service (285 staff). The following will be considered
- The impact of placing 20+ staff at risk of redundancy
- The requirement to fully consult with all staff during a period of the year where staff are on leave for part of the consultation period
- The impact on Social Workers of the change in role responsibilities, including the potential need to supervise staff
- The requirement for staff with no recent interview experience to participate in redundancy selection processes, including selection interviews, as well as potential redeployment activity to secure a suitable alternative role

3.4 Evidence gaps

The Council has employees who have not notified us in their equalities returns of flexible working arrangements and disability. There are a number of staff where we do not hold any information relating to protected characteristics (disability etc.) within Adults & Community.

3.5 Solution, please explain how you will fill any evidence gaps?

It is intended that through local management knowledge and one-to-one meetings with staff any particular issues from these groups can be supported to ensure equal treatment.

4. **Project Milestone Outcomes, Analysis and Actions**

4.1 **Summary of the outcomes at each milestone**

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1. Opening Consultation

2. Closing Consultation

4.1.1 Milestone – Opening Consultation

Adults and Communities is a predominantly female workforce (75.7%) and there are a significant number of part time staff and staff working flexibly within the service which means that when the consultation goes live not all staff may be able to participate in the initial launch meeting. Management will need to make arrangements for staff to either flex their hours to enable them to attend or make sure that suitable arrangements are in place to ensure all staff are communicated with on the proposals.

The age profile of Adults and Communities workforce is indicative that there are a number of staff who have been employed by London Borough of Barnet for a number of years and as such Adults & Communities will need to ensure that staff are appropriately supported and given the appropriate skills training to enable them to apply for jobs in the new structure. This will particularly be the case for staff placed at risk of redundancy as a consequence of the proposed changes. It is also anticipated that staff will experience consultation as difficult and as a consequence staff should be appropriately signposted to Employee Support Services.

4.1.2 Milestone – Closing Consultation

At the point at which consultation closes, Adults & Communities will need to be satisfied that all staff have had the opportunity to participate in the consultation, and that as a minimum all staff have had the opportunity to attend group consultation meetings and normally at least two 1:1 meetings with a suitable manager. This will be particularly challenging where staff work part time, from home, or as mobile workers.

4.2 **Actions proposed**

4.2.1 Milestone – Opening Consultation

Skills training will need to be arranged for staff to gain confidence in applying for roles in the new

structure, or maximising redeployment opportunities.

Employee Assistance to be provided for staff who are experiencing the change process as difficult and require counselling, advice and support outside of their line management. This will include support and advice for staff.

4.2.2 *Milestone* – Closing Consultation

Skills training for those staff at risk of redundancy or staff whose role may need them to take on additional duties.

Employee Assistance to be provided for staff who are experiencing the change process as difficult and require counselling, advice and support outside of their line management. This will include support and advice for staff.

Any further actions to be considered at the time consultation closes.

5. Briefing, Sharing and Learning

EqIA Consultation -	3 December 15 – 31 January 16
Group Content (by Title):	TBC post consultation
Date Consultation Group Held:	3 December 15 – 31 January 16
Comments resulting from consultation:	3 Dec 15 – 31 January 16
Actions following consultation:	TBC
Comments not actioned and reason:	TBC

Business Scrutiny:

This table summarises the briefing activities. This EqIA forms the primary briefing tool and has been shared as detailed below.

Table 2

Milestone Description	Show Briefing Date	Programme Office	Trade Unions – appropriate TU for Project	DPR - Delegated Powers Report	GFC – General Functions Committee	Corporate Staff Panel
Milestone 1 - Consolidation	3 Dec		3 Dec-31 Jan		Feb	
Milestone 2 - Redundancy						
Milestone 3 – Launch Date						