

London Borough of Barnet Employee Equality Impact Assessment

Programme Name: Adults' Joint Commissioning Unit Restructure

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

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Date process started:	December 2016 Reviewed by Joanne Humphreys, 27 March 2017
Date process ended:	April 2017

This EqIA is being undertaken because it is:	<input type="checkbox"/> outlined within the equality scheme relevance assessment table <input type="checkbox"/> part of a project proposal submission to the programme management board <input checked="" type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify:
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1. Introduction

This impact will be monitored through the completion of an Employee Equalities Impact Assessment. This is a “live” document and will be updated at key milestones throughout the lifespan of the project. The employee data contained within this report remains relevant at this time. However the data will be updated at each milestone.

The London Borough of Barnet recognises the importance of ensuring due consideration is given to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out activities.

This is an initial analysis of the EQIA for the Adults Joint Commissioning Unit project and provides baseline figures. As there are fewer than 10 staff the information has been anonymised. As the project develops the Equalities information will need to be reassessed.

This EQIA will be used to understand the impacts on groups of staff over the period of the project as well as being used as a baseline for any future decision making.

1.2 Description of the critical milestones

- 1 Initial EQIA on staff who will be affected by the proposals – the business case and the financial model identifies those in and out of scope.
- 2 A formal consultation process with employees from 16 January 2017.
- 3 Recruitment to new roles.
- 4 Post restructuring review.

1.3 Key Stakeholders

- Staff within the Adults Joint Commissioning Unit who are in scope of the planned restructuring.
- Recognised Trade Unions.
- Senior Council Officers who are supporting the proposed changes.
- Workforce Board.
- Councillors who may be required to approve the efficiency proposals at General Functions Committee.
- Key partner organisations.

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

2.1. Outset

The EQIA has been carried out in order to identify potential equalities issues that may arise as a result of the initial proposals, any issues that may arise should the proposals be approved and any that may arise as the project progresses.

Once consultation closes, Management will issue the final outcomes of a desk-top job matching exercise to establish the potential impact of the proposals on individuals and groups of employees. Issues and mitigations will be identified at each key milestone.

2.2 Formal Consultation Process

- Opening and Closing Consultation

The method for consulting with staff and the channels through which staff can respond to the consultation have been published as part of the consultation document.

A consultation launch meeting was held for all staff on 16 January 2017. Invitations were sent to all staff. Any staff members who indicated that they were unable to attend the meeting were offered a separate briefing meeting. Arrangements were made to give separate briefings to staff members who could not attend the meeting due to sickness absence or maternity leave.

In order to assess the potential impact of the proposals on individuals a job matching exercise was carried out. During consultation employees were fully informed on how they would be affected if the proposals were approved and implemented. In accordance with the Council's Managing Organisational Change Policy existing roles were assessed by management against the new roles in the proposed structure to understand the status of each role, whether each role would involve 'assimilation', 'ring-fenced competition' or whether there is 'no match' in the new structure.

The consultation outcomes document was issued to all Adults JCU staff via email on 15 March 2017.

2.2. Recruitment to roles in the new structure:

The selection criteria and methods for recruiting to the new roles were published as part of the outcome paper on 15 March 2017.

2.3 Impact of transformation on existing employees

Due to the statistical makeup of the service it is known that the following groups are likely to be most significantly affected:

- Female employees
- Employees over 50

Mitigation:

To try and mitigate the effects on all employees and particularly upon the above groups with protected characteristics the Council will provide a number of support channels including:

- A dedicated HR Resource
- Group briefings
- One-to-one meetings
- Pension advice
- Trade Union and Employee Representatives
- Employee Assistance Programme
- Pre-retirement course

With a large proportion of the service over 50 years of age, the Council will provide pension advice for staff in this category and one-to-one pension meetings for all Adults JCU staff over 55 who request a discussion with Pensions.

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)

The Council's overall workforce is:

- 973 female (59.08%)
- 664 male (40.32%)
- 38% of both male and female are over 50 years of age
- 44% of the workforce are white, black or black British (6.56%)

Initial analysis of the Adults Joint Commissioning Unit equality data indicates:

- 75% of the workforce is female
- 25% of the workforce is male
- 75% of the workforce, both male and female, are over 50 years of age

Milestone 2 and 3 will be updated once staff are appointed into the Adults Joint Commissioning Unit restructure when it is then known which staff need to be redeployed or made redundant.

		Total LBB data as at December 2016		Total JCU staff Milestone 1	
		No.	% of LBB	No.	% of service
Number of employees		1,637	100%	*	*
Gender	Female	973	59.08%	*	*
	Male	664	40.32	*	*
	Unknown	0	0%	0	0%
Date of Birth (age)	18-21	28	1.7%	*	*
	22-29	200	12.14%	**	**
	30-39	353	21.43%	**	**
	40-49	354	21.49%	**	**
	50-64	631	38.31%	**	**
	65-74	69	4.19%		
	75+	9	0.55%	**	**
	Under 18	3	0.18%	**	**
Ethnic Group	White - British	736	44.69%	**	**
	Other Black background	25	1.52%	**	**
	Black or Black British - African	108	6.56%	**	**
	White - other	134	8.14%	**	**
	Asian or Asian British - Indian	99	6.01%	**	**
	Black or Black British - Caribbean	109	6.62%	**	**
	Chinese	9	0.55%	**	**
	White Irish	42	2.55	**	**
	Prefer not to say	52	3.16%	**	**
	Other Asian background	17	1.03%	*8	**
	Not known	9	0.55%	**	**
	Mixed White and Black Caribbean	13	0.79%	**	**
	Asian or Asian British - Bangladeshi	22	1.34%	**	**
	Other Mixed background	14	0.85%	**	**
	Asian or Asian British - Pakistani	11		*	*
	Other mixed White and Asian	9	0.55%	*	*
	Other Ethnic Group	5	0.30%	*	*
	Mixed – White and Black African	9	0.55%	*	*
	White – Turkish Cypriot	1	0.06%	*	*
	White – Greek Cypriot	7	0.43%	*	*

	Other White Background	3	0.18%	*	*
	Mixed Asian and White	2	0.12%	*	*
	Information refused	1	0.06%	*	*
	Disabled Y/N			*	*
	Blank	196	11.90%	*	0%
	N	1239	75.23%	*	*
	P	137	8.32%	*	*
	Y	75	4.55%	*	*
	Disability type				
	Blank	1591	96.60%	*	*
Disability	Vision	5	0.30%	*	*
	Other disability	9	0.55%	*	*
	Reduced physical capacity	8	0.49%	*	*
	Learning Difficulties	-19	-1.15%	*	*
	Mobility	4	0.24%	*	*
	Hearing	7	0.43%	*	-*
	Mental illness	4	0.24%	*	-*
	No	3	0.18%	*	*
	Yes	253	15.36%	*	*
	Prefer not to say/information refused	2	0.12%	*	*
	Unknown	1389	84.34%	*	*
	Pregnant	6	100%	*	*
	Maternity Leave (current)	27	100%	*	*
	Maternity Leave (in last 12 months)	66	100%	*	*
Religion Belief	Christian	678	41.17%	*	*
	Buddhist	9	0.55%	0	0%
	Hindu	77	4.68	*	*
	Jain	6	0.36%	*	*
	Jewish	41	2.49%	*	*
	Muslim	75	4.55%	*	*
	Sikh	-7	0.43%	*	*
	Other Religions	47	2.85%	*	*
	No Religion	217	13.18%	*	*
	Not Stated	34	2.06%	*	*
	No form returned	4	0.24%	*	*
	Atheist	66	4.01%	*	*
	Agnostic	45	2.73	*	*
	Humanist	3	0.18%	*	*
	Prefer not to say	133	8.08%	*	*
Blank	205	12.45%	*	*	
Sexual Orientation and status	Sexual Orientation				
	Heterosexual	1079	65.51%	*	*
	Bisexual	11	0.67%	*	*
	Lesbian or Gay	13	0.79%	*	*
	Gay Man	16	0.97%	*	*
	Blank	259	15.73%	*	*
Civil status					

	Married	549	33.33%	*	*
	Single	563	34.18%	*	*
	Widowed	8	0.49%	0	0%
	In Civil Partnership	14	0.85%	*	*
	Cohabiting	125	7.59%	*	*
	Divorced	64	3.89%	*	*
	Separated	18	1.09%	*	*
	Unknown	217	13.18%	*	*
	Prefer not to say	89	5.40%	*	*
Main carer for Child/Young person with Disability					
No	263	15.97%	*	*	*
Prefer not to say	3	0.18%	*	*	*
Yes	5	0.30%	*	*	*
Blank	1376	83.55%	*	*	*
Main carer Adult					
No	258	15.66%	*	*	*
Prefer not to say	3	0.18%	*	*	*
Yes	7	0.43%	*	*	*
Blank	1379	83.73%	*	*	*
Foster Carer					
Blank	1384	84.03%	*	*	*
Prefer not to say	2	0.12%	*	*	*
No	261	15.85%	*	*	*
Relevant and related grievances	Formal				
	Upheld				
	Dismissed				

1. How are the equality strands affected? Please detail the positive/negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.

Notes:

The analysis behind this Equality Impact Assessment is based upon the EHRC guidance, which states that patterns of variances of greater than +/-3% should be investigated further and individual variances greater than +/-5% should be investigated further.

Equality Strand	Affected?	Explain how affected
1. Age	Adults Joint Commissioning Unit staff – Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

Explanation of impact:

The overall impact of the Adults Joint Commissioning Unit restructure is to create posts at more senior levels and therefore the impact on current staff could be negative.

There are two specific age categories where there is a slightly disparate impact and these are explained below.

There is an impact on employees in the age category of 50 to 60 which affects [*] staff (75% of the workforce). The majority of the Adults Joint Commissioning Unit employees are in these age ranges and may be negatively impacted should they be at risk of redundancy.

This would mean that any staff aged over 55 (63%) who are potentially made redundant would be entitled to their pension and lump sum. There would potentially be a pension strain which the service would have to bear.

Indicate any action planned or taken to mitigate negative impact?

There has been a thorough analysis of the cost of potential redundancies and pension strain. Redeployment of employees would be a priority to find suitable job opportunities so that staff can remain in employment.

Staff will be offered support to assist them with interviews for any ring fenced posts. Staff in these age groups whilst experienced may require re-training and would, if necessary, be given support to apply for redeployment opportunities.

Redeployment would be sought not only in Barnet Council but also in other Local Authorities, Barnet Schools and Joint Ventures, to enable staff to remain in employment and thereby reduce redundancy and pension costs.

The Managing Change policy includes a period of salary protection to cushion the blow for any employees receiving a reduced salary as a result of the proposed restructure.

Equality Strand	Affected?	Explain how affected
2. Disability	JCU staff – No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
Explanation of impact: There are fewer than 10 staff with a disability and therefore their details cannot be disclosed.		
Indicate any action planned or taken to mitigate negative impact? Support will be provided to all staff including disabled staff with preparation for interview. Staff in these groups whilst experienced may require re-training and would, if necessary, be given support to apply for redeployment opportunities. On-going support and reasonable adjustments will be provided to disabled staff to comply with Equality legislation.		
Equality Strand	Affected?	Explain how affected
3. Gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>
Explanation of impact: Not analysed – insufficient data		
Indicate any action planned or taken to mitigate negative impact? N/A		
Equality Strand	Affected?	Explain how affected
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
Explanation of impact: There are fewer than 10 staff and therefore their details cannot be disclosed.		
Indicate any action planned or taken to mitigate negative impact? N/A		
Equality Strand	Affected?	Explain how affected
5. Race / Ethnicity	JCU staff– Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

Explanation of impact:

The overall impact of the Adults Joint Commissioning Unit restructure will be to create posts at more senior levels and therefore the impact on current staff could be negative.

Indicate any action planned or taken to mitigate negative impact?

Staff will be offered support to assist them with interviews for any ring fenced posts. Staff in this group whilst experienced may require re-training and would, if necessary, be given support to apply for redeployment opportunities.

Any redeployment into other Council posts would be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and thereby reduce redundancy and pension costs.

The Managing Change policy includes a period of salary protection to cushion the blow for any employees receiving a reduced salary as a result of the proposed restructure.

Equality Strand	Affected?	Explain how affected
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

Explanation of impact:

There is no disparate impact on the protected characteristic of religion or belief.

Indicate any action planned or taken to mitigate negative impact?

Staff will be offered support to assist them with interviews for any ring fenced posts.

Any redeployment into other Council posts would be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and thereby reduce redundancy and pension costs.

The Managing Change policy includes a period of salary protection to cushion the blow for any employees receiving a reduced salary as a result of the proposed restructure.

Equality Strand	Affected?	Explain how affected
7. Gender / sex	JCU staff – Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

Explanation of impact:

There are a higher proportion of female employees negatively impacted by the proposals in the Adults Joint Commissioning Unit restructure with 60% of the workforce female and 40% male.

As the main focus of the proposed restructure is to create posts at more senior levels, this means there could be a greater impact on females in the restructure.

Indicate any action planned or taken to mitigate negative impact?

Staff will be offered support to assist them with interviews for any ring fenced posts.

Any redeployment into other Council posts would be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and thereby reduce redundancy and pension costs.

The Managing Change policy includes a period of salary protection to cushion the blow for any employees receiving a reduced salary as a result of the proposed restructure.

Equality Strand	Affected?	Explain how affected
8. Sexual orientation	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

Explanation of impact:

Not analysed – insufficient data

Indicate any action planned or taken to mitigate negative impact?

N/A

Equality Strand	Affected?	Explain how affected
9. Marital Status	JCU staff – Yes	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

Explanation of impact:

Indicate any action planned or taken to mitigate negative impact?

Any redeployment into other Council posts would be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and thereby reduce redundancy and pension costs.

The Managing Change policy includes a period of salary protection to cushion the blow for any employees receiving a reduced salary as a result of the proposed restructure.

Equality Strand	Affected?	Explain how affected
<p>10. Other key groups?</p> <p>Carers</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Please assess Young, Parent and Adult carer. Not recorded but could have an impact on staff groups.</p> <p>Positive <input type="checkbox"/></p> <p>Negative <input type="checkbox"/></p> <p>Neutral <input type="checkbox"/></p>
<p>Explanation of impact:</p> <p>Indicate any action planned or taken to mitigate negative impact?</p> <p>Any redeployment into other Council posts would be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and thereby reduce redundancy and pension costs.</p> <p>The Managing Change policy includes a period of salary protection to cushion the blow for any employees receiving a reduced salary as a result of the proposed restructure.</p>		

Overall equalities impact. The overall impact of the JCU restructure is to create posts at more senior levels therefore the impact could be negative.

3.2 Evidence

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

HR data provided from transactional HR.
Staff/Trade Union/Stakeholder feedback.

3.4 Evidence gaps

There are no evidence gaps.

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

No solution required as no gaps identified

4. Project Milestone Outcomes, Analysis and Actions

4.1 Summary of the outcomes at each milestone

4.1.2 Milestone 1 Consultation Period

There is a need to ensure that all individuals and teams contained within the Adults JCU are afforded the same opportunities to attend briefing sessions and have access to feedback channels.

This EQIA will be reviewed following close of consultation.

4.1.3 Milestone – 2 Recruitment to new roles

All assessment criteria for ring fenced roles and redundancy selection criteria will be developed in accordance with the Council's Managing Organisational Change Policy and Recruitment Policy and Procedures. All criteria will be communicated to the appropriate TU representatives and staff.

4.1.4 Milestone – 3 Post restructure review

The EQIA will need to be updated when all posts within the structure have been filled and it is known which staff have been unsuccessful.

Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure staff consultation is accessible to all	Monitor consultation for any potential barriers for particular staff groups Ensure accessible consultation methods are provided for those who need them e.g. staff members with disabilities.	N/A	Neil Hales	Throughout consultation period.
Restructure proposals and processes take account of equalities issues	Take account of feedback received during consultation period and make amendments to proposals where possible. Ensure equalities issues and special circumstances are reflected in selection processes adopted and reasonable adjustments applied. Ensure any voluntary redundancy process takes account of equalities issues.	N/A	Neil Hales	Throughout restructure process.

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Delivery Unit management team member)
Date:	Date: