

## Appendix A: Equalities Impact Assessment – Finance and Strategic HR

### Employee Equality Impact Analysis (EIA)

<b>1. Delivery Unit/Function and/or Service:</b> Strategic HR (disciplines to be defined)	
<b>Date assessment completed:</b> 21 March 2019	
<b>Title of project/proposal/policy change/Alternative Delivery model/organisation change being assessed:</b> Defined elements of existing strategic HR and Finance services to be TUPE'd in from Capita to LBB on anticipated date of 1 <sup>st</sup> April 2019.	
<b>2. This EIA is being undertaken because it is:</b>	
<input checked="" type="checkbox"/> A result of organisation change	
<input checked="" type="checkbox"/> Part of a project proposal for the Barnet Transformation programme 2018 – 2020	
<input type="checkbox"/> Other please specify:	
<b>3. Names and roles of officers completing this assessment:</b>	
Lead officer	Natasha Edmunds
Stakeholder groups	All DUs
Representative from internal stakeholders (please specify)	HR, Equalities Allies Group, Trade Unions
Representative from external stakeholders (please specify)	Capita
Delivery Unit Equalities Network rep	Not known
Commissioning Equalities rep (where appropriate)	Not known
HR rep (for employment related issues)	Jeannette Stennett

#### 4. Employee Profile for the Proposal

On the 19<sup>th</sup> July, Policy & Resources Committee approved a more detailed assessment of which services should be reviewed and which might be brought back for the council to run, and which services would be likely to remain or be dealt with in another way.

As part of this detailed assessment, it has been informally agreed with Capita (subject to formal approval by Policy & Resources Committee on 11<sup>th</sup> December and the outcome of consultation) that some pre-defined

services within the strategic HR remit and the Finance remit be considered to be fast-tracked for return to LBB control, the rationale for this is detailed in the report to the Policy and Resources Committee on 11<sup>th</sup> December. These services are:

**Strategic HR**

- HR Business Partners/Assistants

**Finance**

- Accounts Receivable
- Treasury Management
- Closing and Monitoring Team
- Accounts Reconciliations
- Business Partnering
- Pension Fund Accounting and Investments
- Schools accounting and schools funding team

If the above is approved at Policy & Resources Committee on 11<sup>th</sup> December, the following services would remain with Capita:

- Payroll
- Schools HR Traded Services
- Recruitment
- Pensions Administration
- Pay & Data
- Printing AR invoices
- Accounts Payable (scanning, remittances, payment processing etc.)
- Revenues and Benefits
- Schools Finance Traded Services
- Integra System and Support (Financial management system)

Under this, or any of the other options to be set out to Policy & Resources Committee, there will be data about Capita staff in scope to be TUPE transferred in to LBB across the range of protected characteristics.. The duty for leading the transfer of staff, and for therefore leading the TUPE process, including staff consultation, lies with the transferring organisation, in this case Capita. However, due consideration will need to be given to any adjustments that may be required post transfer. It will not be possible to undertake a detailed assessment of equality impacts until the TUPE process is triggered as this will be the mechanism by which LBB will be provided with individual staff details and information on any protected characteristics for which any reasonable adjustments or mitigations will be required. In the event that a TUPE process is triggered this EQIA will be reviewed and updated accordingly.

LBB (the receiving organisation) will be working very closely with Capita (the transferring organisation) to try and ensure that disruption to staff being TUPE'd over is minimised and the process is as transparent and strain free as possible. LBB has established a Strategic HR Transition Group to agree the process and the associated communications and stakeholder engagement plan.

It is not yet possible to be certain the impact on staff that will TUPE from Capita to LBB. However, certain staff Terms and Conditions are arguably better with LBB and others arguably better with Capita. These include the differences in the Capita versus the Local Authority Pension Scheme, certain staff benefits (including maternity leave, etc.). Against this background, we estimate that the impact on staff transferring to LBB from Capita will be considered neutral, or even minimum/positive. However, this will have to be clarified as part of a formal review of the EQIA as part of the TUPE process.

The services concerned are internal support services and there are no immediate plans to change any aspect of how they are delivered. The proposed in-sourcing will have no direct impact on members of the public. In the event that changes to service provision are proposed in the future, this will require further consideration of any potential equality impacts for members of the public. There is nothing in the consultation responses that indicates a that those with a particular protected characteristic felt that the insourcing of these functions would have a impact on them.

Initial analysis set out below. To be reviewed further immediately after transfer as some data is not currently available..

Protected Characteristic		Team /Workforce Group	Delivery Unit/Service	Barnet Workforce
<b>Gender</b>	Female	22		
	Male	26		
<b>Age</b>	<b>18-24</b>	<b>0</b>		
	<b>25-44</b>	<b>15</b>		
	<b>45-54</b>	<b>19</b>		
	<b>55+</b>	<b>13</b>		
	<b>White</b> British Irish Other White			

Protected Characteristic		Team /Workforce Group	Delivery Unit/Service	Barnet Workforce
	<p><b>Mixed</b></p> <p>White and Black Caribbean</p> <p>White and Black African</p> <p>White and Asian</p> <p>Other Mixed</p>			
	<p><b>Asian and Asian British</b></p> <p>Indian</p> <p>Pakistani</p> <p>Bangladeshi</p> <p>Other Asian</p>			
	<p><b>Black or Black British</b></p> <p>Caribbean</p> <p>African</p> <p>Other Black</p>			
	<p><b>Chinese or Other Ethnic Group</b></p> <p>Chinese</p> <p>Other Ethnic Group</p>			
<b>Disability</b>	<p><b>Physical co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)</p>			
	<p><b>Hearing</b> (such as: deaf, partially deaf or hard of hearing)</p>			
	<p><b>Vision</b> (such as blind or fractional/partial sight. Do not include people who wear glasses/contact lenses)</p>			
	<p><b>Speech</b> (such as</p>			

Protected Characteristic		Team /Workforce Group	Delivery Unit/Service	Barnet Workforce
	impairments that can cause communication problems)			
	<b>Reduced physical capacity</b> (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)			
	<b>Severe disfigurement</b>			
	<b>Learning difficulties</b> (such as dyslexia)			
	<b>Mental illness</b> (substantial and lasting more than a year)			
	<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)			
<b>Gender Identity</b>	<b>Transsexual/Transgender</b> (people whose gender identity is different from the gender they were assigned at birth)			
<b>Pregnancy and Maternity</b>	Pregnant			
	Maternity Leave (current)			
	Maternity Leave (in last 12 months)			
<b>Religion or Belief</b>	Christian			
	Buddhist			
	Hindu			
	Jewish			
	Muslim			

Staff Equality Impact Assessment - Form

Protected Characteristic		Team /Workforce Group	Delivery Unit/Service	Barnet Workforce
	Sikh			
	Other religions			
	No religion			
	Not stated			
<b>Sexual Orientation</b>	Heterosexual			
	Bisexual			
	Lesbian			
	Gay			
<b>Marriage and Civil partnership</b>	Married			
	Single			
	Widowed			
	Divorced			
	In Civil partnership			

**5. 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.**

Not known due to lack of available data due to TUPE regulations which stipulate data will be available 28 days

before Capita services (disciplines to be defined) TUPE transfer date predicted as 1 April 2019.

Equality Strand	Affected?	Explain how affected	Indicate any action planned or taken to mitigate negative impact?
1. Age	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>	
2. Disability	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	Not known at this stage
3. Gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	Not known at this stage
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>	
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	Not known at this stage
6. Religion or belief	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>	Not known at this stage
7. Gender / sex	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>	

<p><b>8.</b> Sexual orientation</p>	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p>	<p>Positive <input type="checkbox"/>                  Negative <input type="checkbox"/>                  Neutral <input type="checkbox"/></p>	<p>Not known at this stage</p>
<p><b>9.</b> Marital Status</p>	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p>	<p>Positive <input type="checkbox"/>                  Negative <input type="checkbox"/>                  Neutral <input type="checkbox"/></p>	<p>Not known at this stage</p>
<p><b>10.</b> Other key groups?                   Carers</p>	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/>                   Yes <input type="checkbox"/> / No <input type="checkbox"/></p>	<p>Please assess Young, Parent and Adult carer.                    Positive <input type="checkbox"/>                  Negative <input type="checkbox"/>                  Neutral <input type="checkbox"/></p>	

6. Overall impact and Scale		
<p>Positive impact:</p> <p>Minimal <input checked="" type="checkbox"/> X                  Significant <input type="checkbox"/></p>	<p>Negative Impact or Impact Not Known</p> <p>Minimal <input type="checkbox"/>                  Significant <input type="checkbox"/></p>	

7. Outcome			
<p>No change to decision</p> <p><input checked="" type="checkbox"/> X</p>	<p>Adjustment needed to decision</p> <p><input type="checkbox"/></p>	<p>Continue with decision  <i>(despite adverse impact / missed opportunity)</i></p> <p><input type="checkbox"/></p>	<p>If significant negative impact - Stop / rethink</p> <p><input type="checkbox"/></p>



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<b>8. Please give full explanation for how the overall assessment and outcome was decided</b>
<p>The overall assessment and outcome is based on there being no immediate changes to how services are provided or to the physical location of staff or to any part time working arrangements that staff may have to enable them to carry on with any caring responsibilities.</p>

### 9. Equality Improvement Plan

Please list all the equality mitigations that have been identified from the Equality Analysis (continue on separate sheets as necessary). Make sure these are reflected in the project plan/ for mainstreaming and performance management purposes.

Equality Mitigation	Action	Officer responsible	By when	
<p>Negatives are changes for HR employees after 5 years firstly shifting to Capita with substantial changes. There is the recent LBB change programme and employee support within the TUPE In programme and a strong LBB Induction being developed as there have been changes in LBB.</p> <p>No impact for residents – communications will not change – or any HR work on My Account.</p> <p>Residents Satisfaction Survey data is currently good at 70% that LBB is giving value for money. We will keep this under review.</p>				

Equality Mitigation	Action	Officer responsible	By when	
<p>Monitor at point of implementation and subsequently Employee Attitude Service, Staff Led Sessions. Keeping an eye on Residents Perception Survey. This is based on continuity of service and we don't expect any impact on residents and based on Resident Perception Survey expect to see and increase or certainly no reduction in satisfaction.</p>				
<p>Community Participation and Engagement                      Corporation Plan 20-25                      Building resilient community.                      Are CSG dealing with Charity and Faith sector – more control, better communication and more timely.</p>				

Equality Mitigation	Action	Officer responsible	By when	
<p>Once options are chosen and any modus operandum for TUPE we will look again.</p> <p>Residents Participation Survey under review, Community Participation and Engagement Newsletter fortnightly and three public meetings per annum.</p> <p>Community Network.</p> <p>Board Partnerships and Health and Wellbeing.</p> <p>We have consulted through established partnerships and network boards and have undertaken a bespoke public and best value consultaion.</p> <p>Monitor</p> <p>Residents Participation Survey</p>				

Equality Mitigation	Action	Officer responsible	By when	
Indicators for Residents  DU - communicate any changes in residents' perception  Public Consultation  Not anticipated services will change though Service Provider will change				

Name	Date	Version Number and Summary of Changes
Jeannette Stennett	21.10.2018	V1 – original draft
Andrew Merritt-Morling	19.11.2018	V1.1 - minor
Jeannette Stennett	21.03.2019	V1.2 – minor
Natasha Edmunds	27.03.2019	V1.3 - minor