

INITIAL EQUALITY IMPACT ASSESSMENT

ENVIRONMENT AND COMMUNITY SERVICES DEPARTMENT RESTRUCTURE

August 2019

SECTION 1: INTRODUCTION

In July 2018 Cabinet agreed Environment and Community Services' (ECS) contribution to delivery of the Council Transformation and Savings Programme (CTSP). ECS must realise £8m of savings over the CTSP period which will be delivered through a mix of income generation, contract renegotiations and efficiency targets.

Table 1 below sets out a summary of the financial targets ECS must deliver:

Table1

2018/19 Savings	2019/20 Savings	2020/21 Savings	2021/22 Savings
£	£	£	£
770	1,745	4,907	8,247

In adopting the 2019/20 budget at its February 2019 meeting, Council expressed its wish to see £700k of savings achieved from restructuring within ECS. In response, proposals are being brought forward for a restructure to achieve this financial target whilst not significantly impacting on the delivery of services.

Engagement Phase

ECS has recently completed a period of engagement with staff which aimed to ensure everyone in the department understands the context in which the department operates and the challenges it faces. The six week engagement phase came to an end on 14th June 2019.

From the outset, the financial position has been made clear to staff, and savings targets and potential approaches explicitly set out in engagement materials.

The engagement phase provided a number of ways for staff to get involved in the conversation around ECS' direction of travel, either as teams or individually. Reasonable adjustments were made to the engagement process to allow all staff to participate. For example, early morning briefings were held at the Broad Lane site for StreetCare operatives and hard copy questionnaires made available to staff for whom online access was a barrier.

The approach taken sought to ensure that everyone understood the position and could inform the direction of travel for the department by providing feedback on:

- a new proposed mission statement;
- proposed objectives; and
- principles for the department's approach to work in future.

Scope of the Restructure

The restructure will look to make recommendations for achieving the £700k savings target whilst providing a direction of travel for future savings. It will include all divisions within ECS:

- Directorate
- Resources and Support Services
- Safe and Strong Communities
- Strategic Planning and Housing
- StreetCare and Transport
- Transport and Strategic Projects

Objectives of the Restructure

Objectives are:

- To deliver targeted savings of £700k in 2019/20 to contribute to the overall ECS CTSP savings target of £8m.
- To ensure the department is organised in such a way that meets the anticipated service demands in the medium term and reflects the changed shape of the department and new ways of working in the longer-term.

Throughout the restructure due care will be taken to ensure:

- No protected characteristic group experiences unfairness or discrimination;
- The process is transparent. Individual staff members who may need additional support to ensure full inclusion in the process will be proactively identified and appropriate support provided.
- The process is driven by the workforce change procedure which itself has undergone a robust Equality Impact Assessment and Analysis (EqIAA).

Effective equality monitoring systems are in place and HR monitors equalities related information in respect of staff. Section 2 of this EqIAA includes the monitoring of staff data within scope of this restructure to enable the identification of any equalities issues emerging.

SECTION 2: RESEARCH AND CONSULTATION

The formal workforce change consultation programme will begin on or around 16 September and will continue for approximately five weeks until 18 October 2019. The council's workforce change procedures will be applied and staff will be supported throughout the period, particularly those affected by proposals.

This initial Equality Impact Assessment and Analysis will be published for comment and sit alongside proposals.

All ECS staff are within scope of this restructure and equalities related information in respect of these staff members is shown in table 2.

Table 2

As at 30/06/19	Number	% in scope	ECS workforce population %	SGC workforce population %
Female	495	100%	52%	79%
Male	464	100%	48%	21%
Disabled	31	100%	3%	2%
Non-disabled	554	100%	58%	48%
Not declared	377	100%	40%	50%
Under 20	#	100%	#	#
20 – 29	91	100%	9%	11%
30 – 39	150	100%	16%	21%
40 – 49	203	100%	21%	29%
50 – 59	324	100%	34%	28%
60 - 64	111	100%	12%	6%
65+	70	100%	7%	3%
White – English / Welsh / Scottish / Northern Irish / British	732	100%	76%	56%
BAME (Black, Asian and Minority Ethnic)	49	100%	5%	4%
Ethnicity not known	177	100%	19%	40%

The data shows that:

Gender:

There is a more proportionate split of males and females in ECS when compared to the council workforce as a whole.

Disability:

Disabled people make up 3% of the ECS workforce compared to 2% in the council workforce. This is a slightly higher proportion, but still well below the figure for the local labour market population. There is a high number of 'unknowns' in the data set at 36% (but better than the level of unknown information for the council as a whole 46%).

There is a need to promote the completion of the data and to support the employment of disabled employees – this is to be fed back to the council's Corporate HR Department which has responsibility for encouraging declarations.

Age:

The data shows lower percentages than the council in all age categories 49 and under and higher percentages in the 50+ categories. ECS has generally an older workforce profile when compared to the council as a whole.

There is a need to promote the employment of younger workers and engage in robust succession planning so that the department can ensure knowledge share of workers who may be selecting to leave employment in the next 5-10 years.

Ethnicity:

Numbers of employees in the workforce for specific Black and Minority Ethnic (BAME) categories are too low to report. Overall the BAME combined % of the ECS workforce is 5% of headcount, (the council's is 4%). It is also noted that this is well below the figure for the local labour market population.

Further Points

All individuals will be provided with appropriate support to meet their individual needs throughout the implementation of the workforce change procedure.

During the engagement phase, staff were given opportunities to comment on the proposed future direction of the department. The information gathered and comments made were considered by the Project Team, ECS' Departmental Management Team (DMT) and feedback provided to staff. Views have been considered as part of this restructure.

In order to support and develop managers and staff through the workforce change process the Workforce Development Team will be offering the following:

- Manager workshops which will contain information regarding managing change positively, the stages and impact of change, bringing people with you and managing your own emotions during a change you are experiencing.
- Sessions for staff on building resilience, promoting wellbeing and positive mental health and understanding the process of change.

Training for managers and staff are scheduled for the following dates:

- Friday 6th September
- Tuesday 24th September
- Tuesday 15th October
- Thursday 24th October

SECTION 3: IDENTIFICATION AND ANALYSIS OF EQUALITIES ISSUES AND IMPACTS

Whilst not significantly impacting the delivery of services, proposals could see some changes in and between divisions, functional teams, line management responsibilities and reporting lines. This may include some re-aligning of functions that have similar remits. It could also see more matrix management in some areas.

As a consequence, proposals could result in posts being deleted or reduced in number. To ensure no disproportionate impact on a 'protected characteristic' group (whether or not declared):

- The council workforce change procedure, which itself has been equality impact assessed, will be followed throughout the change process.
- HR will monitor equality related information in respect of staff in scope of the restructure.

Leading up to and during the formal consultation period ECS' Project Team will ensure all staff in scope of the restructure are supported to be able to provide feedback on the proposals. To support this process, all staff will be invited to attend group briefing sessions and will be offered individual sessions upon request. Support will continue post decision to ensure affected staff receive support tailored to their individual needs.

To ensure focus is maintained to give all staff equality of access to information, a standard agenda item has been added to all Project Team meetings. During this agenda item the project team will consider the welfare of staff and identify any additional support that may be required.

SECTION 4: OUTCOME

Outcome	Response	Reason(s) and Justification
Outcome 1: No major change required.	<input type="checkbox"/>	
Outcome 2: Adjustments to remove barriers or to better promote equality have been identified.	<input checked="" type="checkbox"/>	Identified individual needs will be met through the course of the review by making reasonable adjustments to ensure equality of access to the review process for all. This means making adjustments as appropriate in respect of all protected characteristics.
Outcome 3: Continue despite having identified potential for adverse impact or missed opportunities to promote equality.	<input type="checkbox"/>	
Outcome 4: Stop and rethink.	<input type="checkbox"/>	

SECTION 5: ACTIONS TO BE TAKEN AS A RESULT OF THIS EQUALITY IMPACT ASSESSMENT

Throughout this restructure, the department will consult with staff, trade unions and appropriate stakeholders to ensure the impact of any change on a protected characteristic group is thoroughly considered. Any feedback received will be included in the response summary to be considered by the Director before decision making.

An updated EqIAA will be prepared after the formal consultation setting out any equalities issues that were raised relevant to protected characteristic groups. Table 2 will also be updated to reflect any changes to the department's profile

SECTION 6: EVIDENCE INFORMING THIS EqIAA

Sources of information:

- The council's workforce change procedure
- HR data relating to staff in scope of the review
- ECS Direction of Travel Consultation Output Report

For further information contact:

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