County Council

Addendum

Date: Tuesday, 18 February 2020
Time: 10.00 am
Venue: Council Chamber, Shire Hall

Items on the agenda: -

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EQUALITY IMPACT ASSESSMENT (EIA)

Service Redesign for ICT & Digital (Transformation Programme)

Before completing this document please refer to our 'Guide to Equality Impact Assessments' [here](#)*.*

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Service/policy/strategy/practice/plan being assessed	Redesign of Service Area for WCC Transformation Programme
Business Unit/Service Area	ICT & Digital / Enabling Services
Is this a new or existing service/policy/strategy/practice/plan? *If an existing service/policy/strategy/practice/plan, please state date of last assessment*	New
EIA Review team – list of members	Craig Cusack, Adam Hussain, Ian Jewkes
Do any other Business Units/Service Areas need to be included?	No
Date of assessment	November 2019
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees? *If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	Yes

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Details of service/policy/strategy/practice/plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service/policy/strategy/practice/plan?	The Tier 4+ restructure and service redesign aims to fulfil the principles of How We Will Work, part of the New Operating Model. - We will work collaboratively with our partners - We will be innovative and creative in our way of working - We will take accountability, ownership and responsibility for our performance - We will be lean, efficient and agile in the way we work
(2) Who are the customers?	The primary effect will be on the staff team, including those whose jobs are at risk. Also, the impact on the wider team, those whose job roles, responsibilities, line management etc. is changing. The secondary impact will be on users of the service; During the period of transition there may be disruption to service delivery as colleagues acclimatise to changes being consulted on and once the revised structure is embedded. In some cases, colleagues will be settling in to new roles post structure changes.
(3) How has equality been considered in the development or review so far?	As part of the design and implementation of the New Operating Model, an EIA was undertaken in Oct 2019 and will be reviewed at specific points within the process. Each design / redesign is to have their own individual EIA completed (to be reviewed by Our People Board) to ensure the impact of the change on particular groups is accurately assessed and actions to mitigate any negative impacts and maximise positive impacts are taken. During the structure design the process concentrated solely on roles 'as is' and roles 'to be', names were removed from process. External consultants (Gartner) were also

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	engaged as part of the identification of 'good', they had no prior knowledge of people, or service make up with regard to equality profile, so suggestions were made purely on roles, not individuals.
(4) What is the reason for the change/development?	In order to deliver the New Operating Model, a review of the Council's organisational structure, roles, responsibilities and behaviours needs to be undertaken. Much of this work has already taken place, including the restructuring of Tiers 1-3 which is now being rolled out to Tier 4 and beyond. Doing things better means the need to develop a new and different approach to how things are done across the organisation, to get the best out of the resources we've got.
(5) How does it fit with Warwickshire County Council's wider objectives?	Service redesign is integral to How We Will Work - a third of the design principles for the New Operating Model come under this heading. Service structure is also inextricably linked to priorities under the other two headings - What We Do and How We Do Things.
(6) Why might it be important to consider equality and the protected characteristics?	To: • Ensure fairness • Ensure compliance (equality legislation) • Improve organisational effectiveness These changes will impact a significant number of staff, covering a wide range of protected characteristics. Processes need to be put in place to ensure that no one is treated less favourably because of a protected characteristic(s) either directly or indirectly. This includes ensuring that jobs and practices within the redesigned service are equally accessible to those with all protected characteristics and / or that reasonable adjustments are made to enable all to participate fully.

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	This includes deliberate discrimination, but also unconscious bias, particularly in selecting, training and promoting individuals and selecting individuals / pools for redundancy. Those making these decisions should pay particular attention to the need to retain / promote a diverse workforce, whilst ensuring that selections are based solely on merit. Discrimination would include, for example, treating a group of predominantly female employees either more or less favourably than a comparable group of predominantly male employees.
Information Gathering	
(7) What sources of data have you used? *You must keep a record of any data you have currently used as supporting evidence*	Equality and Diversity Workforce and Gender Pay Gap report 2019 Your Say survey 2018 and 2019 Diversity data from HR Analytics
(8) What does the data you have tell you about your customers and about protected equality groups?	Around 60% of staff are full time. Around 69% of staff are women. Women are more likely to work part time (31%) than men (13%). Managers should ensure that full time and part time staff are treated fairly and equally as this is likely to have a disproportionate effect on one sex. There are a higher proportion of men in the more highly paid roles, leading us to have a gender pay gap of 3.2% (mean) and 11.4% (median) (March 2019). 6.1% of Starters and 9.7% of Leavers have a declared disability. 0% of promotions were achieved by employees with a declared disability in 2018-19. In addition, in questions specifically designed to measure engagement in the Your Say survey 2018, employees with a declared disability scored 66% compared to 76% for those without a disability.

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	Employees with a declared disability also scored less when measuring engagement in the 2019 Your Say survey. 100% of promotions in 2018-19 were achieved by White British employees. The data shows the likelihood of bias towards Black, Asian, Minority Ethnic (BAME) and employees with a disability and managers should be aware of this.
(9) What do you need to know more about?	Until final consultations and selections are progressed and completed the final diversity mix is not known; however, selection and appointment for roles in the new structure will be made based solely on a blended approach of objective capability, suitability measures, and matrix (agreed with trade unions) style selection where relevant. All changes, including the potential development of new roles and the removal of current roles will solely be to achieve the principles of How We Will Work, part of the New Operating Model, and meet business need. Reasonable adjustments will be put in place to ensure the process is fair for individuals with a disability.
(10) How could you find this out and who could help you?	Asking individuals, during consultation, about any protected characteristics they would like to be considered and any additional support they need to be able to participate equally and fairly in any selection process.
Engagement and Consultation	
(11) Who have you consulted with from protected equality groups?	A process of engaging and consulting with employees affected by the proposals will be undertaken for a minimum period of 45 days. Consultation activities will include an initial meeting with staff, the opportunity for 1-2-1 discussions and Question and Answer feedback. No public consultation is required as this is not an external facing service review. All staff will be consulted with regardless of any specific protected characteristics they may have.

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	Managers will not be able to have access to their employees' equality data in order to complete section 15 below. However, they should consider any equality information they know about, could be reasonably expected to know about or which is declared to them.
(12)　　　Who else could you consult with?	Trade Unions and other employee representative groups. (Unison, GMB and Unite) Resourcing Team and / or the Equality, Diversity and Inclusion (EDI) Team to ensure all job adverts and the recruitment and selection process for potential new roles is fair and inclusive.
(13)　　　Who can help you to do this?	HR Business Partners (Ian Jewkes / Patricia Kinsella) HR Advisors (Chelle Amorsen / Suzanne Clothier / Sally Davies) Resourcing Team EDI Team
Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	This EIA will be reviewed and updated at specific points within the process and in response to feedback / comments received as part of the consultation process.

Please note: Further information and advice about the corporate consultation process can be found here.

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(15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 2010	**What do you know? Summary of data about/feedback from your service-users and/or staff**	**What does this mean?**		**What can you do? All potential actions to:** ● **Eliminate discrimination/mitigate negative impact** ● **Advance equality of opportunity** ● **Foster good relations**
		Positive impacts identified (actual and potential)	**Negative impacts identified (actual and potential)**	
Age	0% of promotions were achieved by employees aged 18-24.	The restructure provides us with an opportunity to build a clear career path into the structure.	Potential bias in the recruitment and selection process (including promotions).	● Build career path into structure to enable the younger generation to work their way up. ● Ensure all members involved in the recruitment and selection process have undertaken unconscious bias training as part of the Recruitment and Selection training.
Disability	6.1% of Starters and 9.7% of Leavers have a declared disability. 0% of promotions were achieved by employees with a disability in 2018-19. Employees with a declared disability	WCC guarantee to interview anyone with a disability whose application meets the minimum criteria for the post.	Potential bias in the recruitment and selection process (including promotions). Employees with a disability may be less engaged with	● Actively provide reasonable adjustments to enable individuals with a declared disability to participate fairly and equally in recruitment and selection activities. ● Adhere to the Guaranteed Interview Scheme. ● Affirm commitment to ensuring the process is equal and fair and too maintaining a diverse workforce as part of the consultation process.

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	scored less when measuring engagement in the annual Your Say surveys. WCC are a Disability Confident Employer.		the process.	
Sex	Around 60% of staff are full time. Around 69% of staff are women. Women are more likely to work in part time roles (31%) than men (13%). There are a higher proportion of men in the more highly paid roles, leading us to have a gender pay gap of 3.2% (mean) and 11.4% (median). ICT is predominately male.	The How We Will Work programme will enable all individuals, regardless of gender, the opportunity to work more flexibly at all levels within the organisation.	Females are less likely to be in the more highly paid roles, this could potentially be because these roles are mostly full time and women are more likely to work in part time roles than men.	• Offer job share arrangements for full time roles where possible. • Develop an initiative to encourage more women to work in ICT.

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Race	0% of promotions during the year were achieved by BAME employees compared with their 15.3% representation in the Council workforce as a whole.	None identified.	Potential bias in the recruitment and selection process (including promotions).	• Ensure all members involved in the recruitment and selection process have undertaken unconscious bias training as part of the Recruitment and Selection training.
Religion or belief	The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire.	Diversity of workforce is reflective of the population.	Potential impact on engagement if consultation is to be ran over a significant religious festival / holiday.	• Consider timing of consultation in response to religious festivals / holidays. • Consider extension of consultation period where these are disrupted by religious festivals / holidays.
Gender Reassignment	No data currently available.	None identified.	None identified.	• To be monitored and reviewed as part of the consultation process.
Pregnancy and Maternity	We have 1 colleague currently on maternity leave.	Individuals on maternity leave have additional protected rights in law.	Employees currently on maternity or paternity leave might feel less engaged with the process, resulting in disengagement.	• Actively engage and ensure all information is communicated fairly and effectively to individuals who are on maternity, paternity, shared parental leave, long term sick etc. • Ensure individuals on leave are fully informed, consulted with and considered equally for roles.

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Sexual orientation	Of employees who have reported sexual orientation (25.5%), 95.8% are heterosexual, 3.0% gay or lesbian and 1.1% bisexual.	None identified.	Individuals don't feel comfortable to disclose their sexual orientation.	• Promote support networks such as the LGBT+ Staff Network, EAP etc.
Marriage and Civil Partnership **(Note: only in relation to due regard to eliminating unlawful discrimination)**	No data currently available.	None identified.	None identified.	• To be reviewed and monitored as part of the consultation process.

(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Manager to monitor equality impact of restructuring process within own department.	Before and after consultation.	Individual function leads (T4 managers).
Manager to affirm commitment to ensuring the process is equal and fair and to maintaining a diverse workforce as part of the consultation process.	Throughout process	T3 and T4 Managers, supported by HR team.
Manager to ensure that any selection activities are fair and assess merit directly related to the core purposes of the role.	At selection point in process.	All managers will follow process agreed for selection with Trade Unions.
Manager to actively provide reasonable adjustments to enable individuals with a declared disability to participate fairly and equally in recruitment and selection activities.	Throughout process	Individual specific needs are recorded during 121's to inform managers of any specific adjustments that may be required.
Build career path into structure to enable the younger generation to work their way up. (This is part of the guiding principles of the FOM & Case for change process).	FOM design	T2 / T3 managers
Ensure all members involved in the recruitment and selection process have undertaken unconscious bias training as part of the Recruitment and Selection training.	During process	Appointed T4 managers will undergo relevant skills training before activities commenced.
Adhere to the Guaranteed Interview Scheme		
Offer job share arrangements for full time roles where possible.	On going	All recruiting managers
Consider timing of consultation in response to religious festivals /	December 2019	Consultation was extended by 7

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holidays		days to allow for colleague's absence over Christmas period.
Actively engage and ensure all information is communicated fairly and effectively to individuals who are on maternity, paternity, shared parental leave, long term sick etc.	On going	HR advisory team are in contact with colleagues absent during process.
Ensure individuals on leave are fully informed, consulted with and considered equally for roles	On going	HR advisory team are in contact with colleagues absent during process.
Promote support networks such as the LGBT+ Staff Network, EAP etc.	At start of consultation	Links identified within the Consultation pack.
Develop an initiative to encourage more women to work in ICT	Close of consultation.	Should any recruitment be required, appropriate recruitment communications will be made, expressing our commitment to engaging female colleagues within ICT

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Date of Next Review	

Name and signature of Officer completing the EIA	
Name and signature of Assistant Director	
Name and signature of Directorate Equalities Champion	

If you would like any equalities support or advice on this completed document, please contact the Equalities Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEPS ONCE COMPLETED:
1. Go to File – Rename, and enter a new document name (e.g. Title of the EIA followed by - EIA)

2. Go to Share (top right hand corner) Add Assistant Director and the Directorate Equalities Champion with 'can edit' option to gain their signatures and for recording purposes

3. Once signed off, ensure the completed EIA is saved in a secure place

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EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Home to School Transport Policy

This EqIA is a working document and therefore subject to continual review, amendment and refinement.

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Equality Impact Assessment/ Analysis (EqIA)

Group	Communities
Business Units/Service Area	Education and Learning
Plan/ Strategy/ Policy/ Service being assessed	Home to School Transport Policy
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	It is an existing policy / service which is subject to review
EqIA Review team – List of members	
Date of this assessment	19 June 2017
Signature of completing officer (to be signed after the EqIA has been completed)	
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	YES / ~~NO~~
Name and signature of Head of Service (to be signed after the EqIA has been completed)	Nigel Minns
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team

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Working for Warwickshire

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS

| [red box] | High relevance/priority | [orange box] | Medium relevance/priority | [green box] | Low or no relevance/ priority |

Note:
1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																										
State the Function/Policy /Service/Strategy being assessed:	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)		
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Home to School Transport Policy			X			X	X					X			X	X					X			X			X

Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? **If yes please explain how.**	~~YES/~~ NO
Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities? **If yes please explain how**. The proposals around the qualifying criteria for free transport, under 16 and post 19, will have a direct impact on parents who care for children with Special Educational Needs	YES/ ~~NO~~

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Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	Local Authorities have a legal duty to provide free transport to school to children considered 'eligible' under the Education Act 1996 (as amended). Children are considered 'eligible' if they fall under one of a number of broad categories. These include: • children attending the nearest qualifying school to home where the distance from home to school is over the relevant statutory walking distance; • children unable to walk to school in safety due to the nature of the route; • children unable to walk to school by reason of their SEN, disability, or mobility problem (including temporary medical conditions). A child's 'nearest qualifying school' is the school closest to the child's main home address with spaces available at the time of application for school transport and which provides an education which is suitable for the child's age, ability and aptitude. In discharging their duty to provide free transport to school for eligible children, arrangements can include a seat on a bus, taxi, or the payment of a direct travel payment (or other suitable combination). Direct travel payments can only be made with parental consent. Warwickshire meets and exceeds all of the statutory requirements regarding eligible children and none of the proposals will interfere with statutory rights to home-to-school transport. For pupils with Special Educational Needs (SEN), all pupils attending the nearest special school are offered free transport. In addition, pupils attending a specialist nursery also receive free transport. Section 508C of the Education Act 1986 (as amended) also provides local authorities with discretionary powers to make travel arrangements for those children not considered eligible. In Warwickshire, a Vacant Seats Scheme operates which allows non-eligible

children to travel on Council subsidised services after all eligible children have been accommodated. A parental contribution is required.

For students aged 16-19 local authorities are required to publish an annual transport policy statement which details the transport arrangements and financial assistance with transport that the local authority considers it necessary to ensure access to education or training for learners of sixth form age. This duty also applies to learners aged 16-25 with SEN / LDD.

Local authorities also have a duty to provide free transport where necessary to:

- Those aged 19 or over who are receiving further education or higher education (the latter in establishments maintained by the LA);
- Those aged 19 or over but under 25 with Education Health and Care Plans (or Learning Difficulty Assessments), receiving education at institutions outside the further or higher education sector but only for boarding provision where the LA has secured the provision of education and training at the institution.

Warwickshire's current policy provides transport to school and college for learners aged 16-19 and 16-25 with SEN / LDD in line with the above requirements. The majority of students or their parent(s) make a contribution toward the cost of the transport they receive.

Due to the financial pressures faced by the local authority and in light of fundamental changes to the authority's role, a review of existing transport policies has been carried out and a number of changes to the current policy are proposed. These include changes to provision for pupils with SEN but will still allow the authority to continue to meet its statutory responsibilities, achieve significant savings, and to deliver a flexible service for the provision of transport that meets need, supports personalisation and maximises independence. Therefore whilst the proposals would, if implemented, have an impact on some children and young people with disabilities, it is considered by the authority that the proposals amount to a proportionate means of achieving a legitimate aim.

The changes proposed are set out below. This document will be reviewed regularly as and when proposals are amended.

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1) Transport to Special Schools

All students attending their nearest qualifying special school receive free transport regardless of the distance from home or their assessed need.

Warwickshire's policy is a local decision. Most of the authority's statistical or geographical neighbouring Local Authorities already assess students attending special schools in the same way as other students. However, they also have to give consideration to the needs of the individual student.

The Council proposes to introduce the statutory walking distance for those pupils attending a special school. Those who live over the distance will qualify for free transport assistance to their nearest qualifying school, those who live less than the statutory walking distance would still qualify if their needs were such that they would not be able to make the journey, accompanied as necessary, without transport assistance. Pupils who fall under this category would be subject to a full assessment to determine their eligibility.

How many students would be affected?
This proposal would apply to all new applicants from September 2019 onwards. Whilst it is difficult to say exactly how many pupils will be affected, all applicants will be assessed using the new criteria.
Phased in over a period of years, the proposals would potentially reduce the number of students entitled to free transport and ultimately enable a revision of the transport network.

Other key issues for consideration
It is acknowledged that some students will not be able to travel to school independently. An assessment of a student's needs would be made before any decision was taken to discontinue or not to provide transport. However, developing independence is regarded as a specific objective as a student moves through secondary school. As part of a student's development of independence, Independent Travel Training may assist to enable a child / young person to make their own way to and from school

2) Transport to the Nearest School

Currently, pupils attending their 'priority school' receive free transport to school provided

they are resident in Warwickshire and are travelling over the statutory walking distance, even if it is not the school which is physically closest)

The Council proposes that students only receive free transport to their nearest suitable school with places available at the time of the application for a school place. This may not be the priority school but will be the one physically closest to the student's home address (this will be calculated using the shortest available route on Google maps, motorised routes are used for journeys over 3 miles and walking routes for journeys less than 3 miles).

Who is likely to be affected?
This would affect all students starting a new school, or moving house/school, in or after September 2019, who attend a school which they live in the priority area for and which is more than statutory walking distance from their home, but which is not the school closest to the pupil's home address calculated using the shortest available route on Google Maps.

Other key issues for consideration
It is acknowledged that not all students will be able to attend their nearest school due to it either not being able to provide a suitable education for them, or through lack of space at the time of application. In these instances, transport will be available to the next nearest suitable school with spaces available.

3) Medical Transport – Post 16

Currently, the Council offers free transport to school/college on medical grounds for students aged 4-19 subject to certain criteria. All other post 16 students must pay for transport to sixth form/college.

The Council proposes that students aged 16-19 with a medical condition no longer be entitled to free transport to sixth form/college. This is because there is no statutory requirement for local authorities to provide transport for post 16 students. Students would still be able to access transport assistance through the 16-19 transport scheme, and would also be able to access the 19-25 transport scheme should the student have an EHCP or a learning difficulty or disability.

How many students would be affected?

The number of students accessing transport due to medical conditions varies from term to term, year to year. At the moment, the authority only has three students in receipt of transport under this scheme. It is likely that most of those who currently receive transport under this part of the policy would still receive transport assistance if they have long-term conditions under special educational needs and/or disability provisions of the policy.

Other key issues for consideration
It is proposed that this change would be introduced to all applicants from September 2018.

4) Removal of Passenger Assistants

Passenger assistants are currently provided on all vehicles travelling to primary schools. The Council proposes that not all services carry a passenger assistant. The majority of other local authorities operate their primary transport without assistants as they are not considered to be necessary for safeguarding or for health & safety reasons. An assessment of each service would be carried out before making a decision and would take into consideration the pick- up and drop off points and the make-up of passengers (i.e. whether primary and secondary students are travelling together).

How many students would be affected?
There are currently 1034 pupils of primary-school age accessing school transport (excluding Children Looked After and those with Special Educational Needs), but it is not considered that passenger assistants would be removed from services on which any children would be likely to require their support. The Council anticipate savings of approximately £300,000 per annum should this proposal be implemented.

Other key issues for consideration
This change would only be applicable for mainstream primary vehicles and would not impact upon any service carrying pupils with a statement of special educational needs or Education, Health and Care Plan.

5) Introduction of free transport to 19-25 year olds with an EHCP / learning difficulties or disabilities

Currently, all students aged 16-25 must pay for transport assistance to sixth form/college. In line with recent legislation, the Council proposes that 19-25 year olds would be eligible for free transport if they meet specific criteria and prove that it is necessary for the Council to provide transport assistance in order for them to access education.

How many students would be affected?
There are currently 338 students aged 16-25 receiving transport assistance of which approximately 165 are aged 19-25.

Other key issues for consideration
If students aged 19-25 are deemed not to be eligible for free transport, there would be no option to pay for any form of travel assistance.

6) Introduction of Independent Travel Training

Warwickshire County Council does not currently offer any form of independent travel training to students as a form of travel support.

The Council is proposing to introduce independent travel training to students with a statement or EHCP of secondary school age. This would be offered to students who have been assessed as suitable by the child or young person's school or training provider. The training would be aimed at giving children and young people the skills necessary to make the journey from home to school independently, either by bus, train or by walking. The skills learnt can be transferred to be used for any journey, for both social and educational reasons. Once trained, students would travel to school by the most suitable method. This may mean that transport would still be funded by the Council, but it could be in a different form.

How many students would be affected?
It is anticipated that there are around 800 students who could be considered for travel training. Not at of these students will be suitable, each learner will be assessed on an individual basis.

Other key issues for consideration
The benefits for young people are likely to be extensive. The training will afford them with

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transferable life skills which will help them beyond travelling to and from school/college. Schools in other local authority areas have reported improved quality of work and confidence in the young people who have been travel trained.

The benefit for the local authority is the reduction in specialist vehicle passengers and therefore a reduction in the amount spent on these vehicles. There could also be a reduced dependence on other agencies, such as Adult Social Care, now and in the future.

7) The Creation of 'One Policy'

There is currently a mainstream and post 16 transport policy with a separate, unpublished policy for SEN students.

The Council will be amalgamating the SEN & mainstream transport policies as part of the annual review of the policy in August 2017. This will mean that one policy exists for all children aged 3-25 so that there is only one document parents/carers need to refer to.

8) The reassessment of all unsafe walking routes

All routes which are currently deemed to be unsafe to walk will be reassessed using the Road Safety GB guidelines.

Where a route is reclassified as safe it is proposed that any students currently travelling will continue to receive free transport until the end of their time at school, provided there is no change in circumstances (such as a house move). All new applicants from September 2019 would be assessed using the new reclassification.

(2) How does it fit with Warwickshire County Council's wider objectives?	Within the authority's current financial position, particularly the impact on Education and Learning, it is necessary to review all of the support the Council offers with transport. The authority is committed to ensuring that any changes made to services are undertaken in a way that is cost effective and prioritises need. This requires the Council to examine existing policies and working practice to help us to deliver a flexible service for the provision of transport that meets need, supports personalisation and maximises independence.

(3) What are the expected outcomes?	Should the proposals be implemented, it is anticipated that there will be a reduction in costs by reducing the number of pupils receiving free transport, while ensuring all statutory functions will continue to be delivered and improving the skills of children and young people who are in a position to access Independent Travel Training. The Council will aim to ensure that no-one entitled to transport assistance would be unable to access education as a result of these proposals. There would also be a reduction in the cost of providing transport for Primary-aged pupils by removing the passenger assistant, where safe to do so. The local authority would continue to work to ensure the safety of pupils travelling on WCC services.
(4)Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	The changes proposed are designed to ensure that the local authority continues to be in a position to meet its statutory duties in relation to free transport in relation to relevant children and young people, including those with disabilities. They are also designed to ensure that, despite reduced resources, all students up to the age of 25 (for those with disabilities) who are entitled to receive free transport can continue to access their place of learning.
Stage 2 - Information Gathering	
(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?	All relevant legislation has been considered including the SEND Code of Practice: 0-25 Years. We have also looked carefully at the policies in other local authorities and have considered relevant guidance from the Department for Education. Data held by Warwickshire County Council has also been used to assess the impacts on particular groups and where applicable, the level of savings which will be realised.
(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?	The policy has been co-produced as part of a work stream involving parent representatives. Formal consultation is to be carried out from September 2017 should approval be given. Parents, young people schools, Members, and any other interested stakeholders and parties will be able to comment. Consideration would then be given to the consultation responses before the authority considers whether the proposals should be amended and then what, if any, proposals should be implemented.

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(3) Which of the groups with protected characteristics have you consulted with?	See above.		
Stage 3 – Analysis of impact			
(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE None identified – subject to public consultation	DISABILITY Students with disabilities potentially affected by: **Proposal 1 – Addition of statutory walking distance criteria** Those who live less than the statutory walking distance who do not have a need, i.e. a disability that requires them to receive transport, will be responsible for their own travel to/from school. Therefore, this proposal will have an impact upon those with a disability as we are aligning our policy on walking distance for pupils with SEN / disabilities to meet that which applies to non-SEN / disabled pupils. However the proposal will only impact upon those who do not have mobility issues that prevent them from being able to walk to school and therefore it is considered that the proposal amounts to a proportionate means of achieving the legitimate aim of reducing overall expenditure on Home to school transport to ensure that the authority is still in a position to meet its statutory obligations. This could put additional pressures on families due the need to organise and fund transport or to accompany the child as necessary.	GENDER None identified – subject to public consultation

(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE	DISABILITY	GENDER
		Students with disabilities potentially affected by: **Proposal 5 – Change of policy for 19-25 year olds** This will have an impact upon those with a disability because the proposal will restrict the number eligible to receive post 19 transport support The Council will however ensure support will still be available where necessary to support the young person's journey to college and consider this proposal is a proportionate means of achieving a legitimate aim. These are subject to a public consultation.	

	MARRIAGE/CIVIL PARTNERSHIP	AGE	GENDER REASSIGNMENT
	None identified – subject to public consultation	**Proposal 1 – Addition of statutory walking distance criteria** **Proposal 5 – Change of policy for 19-25 year olds** Proposal 1 will impact on those of compulsory school age, and Proposal 5 will impact on those aged 19 to 25. This is due to different legislation applying to different age groups for the purposes of home-to-education transport.	None identified – subject to public consultation
	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION
	None identified – subject to public consultation	None identified – subject to public consultation	None identified – subject to public consultation
(2) If there is an adverse impact, can this be justified?	Despite the proposals being considered the local authority will continue to meet all of its statutory duties. However, due to the level of savings required the Council's current policy must be reviewed. Wherever there will be adverse impacts then steps will be taken to alleviate the impact and to ensure that support is prioritised based on need.		

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(3)What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	Those who require transport assistance because of genuine mobility reasons will still receive this. In any case where support with transport is refused parents will have a right to appeal the decision with each case assessed on an individual basis. Full assessments of each service will be carried out before taking the decision to remove a passenger assistant. Parents and schools will also be given the right to comment during the assessment process. Independent Travel Training will, where practical, give children / young people the skills necessary to travel to and from their place of education on their own. The Council will be seeking feedback on potential impacts during the consultation process, therefore further mitigations may also be possible.
(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?	All legislative requirements will continue to be met, and students whose needs are such that they could not access education without transport provision will continue to receive this.
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	Should the proposals be approved, the authority will work closely with schools, colleges, parents, students and all other relevant parties. While it is acknowledged that some of the changes will not be popular, they are necessary in order to ensure that the authority can still sustainably provide transport to those entitled to receive it, and we will do everything possible to ensure that those affected are kept informed and are involved in the process. Wherever possible we will work with partners in order to try and ensure a smooth transition and to build / continue strong relationships.
(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Discussion would take place with school/family should any students face significant financial difficulties as a result of introducing such policy changes. However, a 50% discount is already available to families who receive certain benefits.
(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?	While some students may no longer be entitled to free transport it is not envisaged that there will be any negative impact on health and wellbeing, however this will be subject to public consultation.

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(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)	It is not anticipated that the proposed changes will have a negative or adverse impact on population health, however this will be subject to public consultation.
(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?	This is not currently considered likely.
(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?	This is not currently considered likely.

Stage 4 – Action Planning, Review & Monitoring	
If No Further Action is required then go to – Review & Monitoring (1)Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.	EqIA Action Plan

EqIA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments
To revise the document following consideration by Corporate Board / O&S.				
To undertake a full review following public consultation				

(2) Review and Monitoring State how and when you will monitor policy and Action Plan	The policy will be regularly reviewed as the proposals move through the democratic services / consultation process. • Monitor number of young people with EHC plans taking up Independent Travel Training by age and disability (contract provider) • Monitor number of risk assessments carried out by age and disability (Risk assessor) • Monitor number of complaints regarding school transport by age and disability (using Contact Us data)

Please annotate your policy with the following statement:
'An Equality Impact Assessment/ Analysis on this policy was undertaken on 19 June 2017 and will be reviewed on an ongoing basis until the Council's revised transport policy is finalised and then on an annual basis'.

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EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Special Educational Needs & Disability (SEND) and Inclusion Strategy 2019-2023

Warwickshire County Council

Equality Impact Assessment/ Analysis (EqIA)

Group	Communities
Business Units/Service Area	Education & Learning, SEND & Inclusion
Plan/ Strategy/ Policy/ Service being assessed	SEND & Inclusion Strategy 2019-23
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	New
EqIA Review team – List of members	Jane Carter, Ross Caws, Jonathan Wilding
Date of this assessment	23rd October 2018 Updated 19th March 2019
Signature of completing officer (to be signed after the EqIA has been completed)	
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	**NO**
Name and signature of Head of Service (to be signed after the EqIA has been completed)	**PAUL SENIOR**
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS

| ■ (red) | High relevance/priority | ■ (amber) | Medium relevance/priority | ■ (green) | Low or no relevance/ priority |

Note:
1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities																										
State the Function/Policy /Service/Strategy being assessed:	Gender			Race			Disability			Sexual Orientation			Religion/Belief			Age			Gender Reassignment			Pregnancy/ Maternity			Marriage/ Civil Partnership (only for staff)		
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SEND & Inclusion Strategy		✓				✓		✓				✓		✓			✓				✓			✓			✓
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? **If yes please explain how.**	**NO**																										
Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities? **If yes please explain how**.	**NO**																										

Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	The Strategy builds on the Vulnerable Learners' Strategy 2015-18 and the Education Strategy 2019-2023. The aims and principles are to: • work in a spirit of co-production and partnership with parents and their children and young people with Special Educational Needs and Disabilities (SEND), involving them in all key decisions; • work in partnership with partner agencies and schools to deliver an effective SEND system that ensures effective early identification of need followed by robust assess-plan-do-review processes and clear pathways; • have the highest expectations for children and young people with SEND, ensure that they are fully included in all educational settings and that their needs are met by high performing local schools; • maintain a commitment to Warwickshire's state-funded schools and academies, promoting and championing strong leadership and inclusive practice for children and young people with SEND across all phases, mainstream and special; • ensure a rigorous focus on the preparation for adulthood outcomes and life after school; • ensure that resources are fairly and consistently allocated according to needs.
(2) How does it fit with Warwickshire County Council's wider objectives?	The strategy fits with the wider WCC One Organisation Plan targeting the most vulnerable and ensuring "Resources and services are targeted effectively whether delivered by the local authority, commissioned or in partnership".

(3) What are the expected outcomes?	Our aspiration is: For all children and young people have the right to lead a fulfilling life and be part of their community. For every child and young person has a right to have their health, social care and education needs met within their local community. For every child has the right to attend a good local school that is appropriate for their level of need or disability, usually a mainstream school. For the views and wishes of children and young people with SEND, as well as their parents will be heard, and we will work with them to ensure they have confidence in local providers to meet their children's needs. For every early years setting, state-funded school, further educational college and training provider will make good provision (as determined by Ofsted) for children and young people with SEND; to ensure that they make good progress in their education and development; that they transition smoothly into the next stage of their education and; as appropriate, they are helped to secure independent living and opportunities for employment. We recognise that specialist provision is an essential and valued component of our county's education system. We will continue to work in partnership with our specialist education providers to ensure they provide excellent services for learners attending specialist provision.
(4)Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	Children and Young People with SEND and their families
Stage 2 - Information Gathering	

(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?	The strategy is informed by • an External SEND Demand Management Strategic Review; • work over four years with the SEND & Inclusion Board[1] and Workstreams, consisting of key strategic partners across education (including schools, EY and FE settings), health, social care, the Parent Carers Forum; • annual SEND workshops with a wide range of different partners including parents, Elected Members, settings and schools, both in Warwickshire and the Non Maintained Special School sector. • work with young people, working alongside the Co-Production Officer

(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?	The draft Warwickshire SEND & Inclusion Strategy was consulted upon during November and December 2018. There were two online surveys: one for learners and one for parents, carers, staff, professionals and other stakeholders. The consultation was promoted through social media, by leaflets being shared with all schools and settings and through the Ask Warwickshire consultation hub.
	
	In total 274 responses to the survey were received, of which 145 were parents, 88 were staff and 41 were any other type of respondent. 88 young people responded to the learner's survey
	
	Following this, the consultation analysis was considered by:
	   - A workshop of head teachers
	   - A workshop with the parent carer forum
	   - Five workstream stakeholder meetings (representatives of education, schools, health, social care and parents/carers)
	.

(3) Which of the groups with protected characteristics have you consulted with?	The families of Children and YP with SEND. See 'SEND and Inclusion Consultation Analysis', January 2019 for full details.
Stage 3 – Analysis of impact	

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[1] Previously called the "SEND Reform Board" and the "SEND Programme Board"

(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE Neutral	DISABILITY Positive	GENDER Positive e.g. earlier identification of SEND and improved workforce development leading to heightened awareness of girls with ASC
	MARRIAGE/CIVIL PARTNERSHIP N/A	AGE Positive: greater emphasis on Preparation for Adulthood and presumption of employability	GENDER REASSIGNMENT Neutral
	RELIGION/BELIEF N/A	PREGNANCY MATERNITY N/A	SEXUAL ORIENTATION Neutral
(2) If there is an adverse impact, can this be justified?	N/A		
(3)What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)	N/A		

(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?	**Promoting Inclusion**. Mainstream schools and other education settings will use their best endeavours to deliver a graduated response to the needs of each child in their school. **Getting it right for learners with high needs (school age)**. Learners with high needs will receive multi-agency support, coordinated through the Education, Health and Care (EHC) plan process. Where appropriate, specialist education provision will provide for their needs. **Workforce Development.** That professionals across the system are confident in delivering the 'assess, plan, do and review' approach to deliver a graduated response for learners with SEND. **Improving health and social care for learners with SEND.** We will work with statutory partners and commissioned services to focus on the holistic needs of the child and improve the local offer of services. **Preparation for Adulthood.** Learners are supported to fulfil their potential as they transition to adulthood. We believe that the overwhelming majority of learners with SEND are capable of sustainable paid employment, with the right preparation and support. With our partners, we want to embed this 'presumption of employability', by ensuring there are significantly increased opportunities for our learners with SEND as they enter adulthood. **Transport.** That the quality and offer of specialist transport provision and removes transport issues as a barrier to success, within the policy and resources available.
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	Wherever possible we are committed to children and young people being taught with their peers in their local community school or as close to home as possible. Children and young people rate their social relationships as the most important aspect of their education. Being educated locally with their peers promotes social inclusion, increasing the opportunities for local friendship groups and maximising the longer term benefits for social integration and emotional wellbeing.

(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	The inconsistent inclusive practice that was identified back in 2015 in the Vulnerable Learners Strategy has persisted and, in some schools, continues to be an issue. The Delivery Plan accompanying the Strategy outlines specific activities to address this inconsistency.
(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?	We believe that all children should be educated as close to their home as possible, which not only reduces the time they spend travelling, but also enables them to be an integral part of their local community, where they are able to feel welcomed, included and valued as equal members of society. Although bullying is an unfortunate feature of any type of community life there is evidence that young people who attend a special school experience far more bullying by children from other mainstream schools and from peers and outsiders in their neighbourhood.
(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)	N/A
(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?	More joined up, effective and timely identification will impact on health services, for example, referrals to RISE, however, this is consistent with the SEND Code of Practice. Earlier proactive intervention, however, is about mitigating reactive high cost provision.
(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?	Yes. For example: More Young People with SEND in work; employment is a positive indicator in relation to health outcomes, in particular, positive mental health. Earlier, more joined up identification and referral to appropriate services should lead to more timely interventions.

$0dhqn3pb

Stage 4 – Action Planning, Review & Monitoring	
If No Further Action is required then go to – Review & Monitoring (1)Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.	No further action

(2) Review and Monitoring State how and when you will monitor policy and Action Plan	Review and Monitoring	Lead Officer	Date for completion	Progress Measures
	Oversee and review the SEND & Inclusion Strategy impact	SEND & Inclusion Board Chair	Half-Termly	% of school age learners in mainstream school with EHC plan; % permanent exclusions from school for pupils with SEN Support & EHC Plans; number of supported internships.

Please annotate your policy with the following statement:

'An Equality Impact Assessment/ Analysis on this policy was undertaken on (date of assessment) and will be reviewed on (date three years from the date it was assessed).

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EQUALITY IMPACT ASSESSMENT (EIA)

Service Redesign for Customer Support (Transformation Programme)

Phase 2: Staff Consultation (16th January – 6th March 2020)

Before completing this document please refer to our 'Guide to Equality Impact Assessments' [here](#)*.*

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Service/policy/strategy/practice/plan being assessed	Redesign of Service Area for WCC Transformation Programme
Business Unit/Service Area	Business & Customer Services – Customer Support
Is this a new or existing service/policy/strategy/practice/plan? *If an existing service/policy/strategy/practice/plan please state date of last assessment*	New
EIA Review team – list of members	Kushal Birla, Ayub Khan, Jane Dall, Elizabeth Abbott
Do any other Business Units/Service Areas need to be included?	No
Date of assessment	22-11-19
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees?	Yes

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If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible	

Details of service/policy/strategy/practice/plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service/policy/strategy / practice/plan?	The Tier 4+ restructure and service redesign aims to fulfil the principles of How We Will Work, part of the New Operating Model. - We will work collaboratively with our partners - We will be innovative and creative in our way of working - We will take accountability, ownership and responsibility for our performance - We will be lean, efficient and agile in the way we work
(2) Who are the customers?	The primary effect will be on the staff team, including those whose jobs are at risk. Also, the impact on the wider team, those whose job roles, responsibilities, line management etc is changing. The secondary impact will be on WCC customers who use/ access all our services irrespective of channel.

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(3) How has equality been considered in the development or review so far?	Through the design to implementation of the new target operating model and the subsequent organisation structure review, the equalities impact has been considered and as a result as the review of the Council staffing structure layers and spans progresses, this EIA has been adjusted accordingly to ensure the impact of that change on a particular group is accurately assessed. The Target Operating Model and final EIA (for the whole organization EIA) will be reviewed by Our People Board once the plan has been implemented. An Equality Impact Assessment/ Analysis on this policy was undertaken in July 2018 and will be reviewed in July 2021.
(4) What is the reason for the change/development?	In order to deliver the New Operating Model, a review of the Council's organisational structure, roles, responsibilities and behaviours needs to be undertaken. Much of this work has taken place, including restructuring in tiers 1-3 which is now being rolled out to Tier 4 and beyond. Doing things better means the need to develop a new and different approach to how things are done across the organisation, to get the best out of the resources we've got.
(5) How does it fit with Warwickshire County Council's wider objectives?	Service redesign is integral to How We Will Work - a third of the design principles for the New Operating Model come under this heading. Service structure is also inextricably linked to priorities under the other two headings - What We Do and How We Do Things.

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(6) Why might it be important to consider equality and the protected characteristics?	These changes will impact a significant number of staff, covering a wide range of protected characteristics. Processes need to be put in place to ensure that no one is treated less favourably because of a protected characteristic(s) either directly or indirectly. This includes ensuring that jobs and practices within the redesigned service are equally accessible to those with all protected characteristics and / or that reasonable adjustments are made to enable all to participate fully. This includes deliberate discrimination, but also unconscious bias, particularly in selecting, training and promoting individuals and selecting individuals / pools for redundancy. Those making these decisions should pay particular attention to the need to retain / promote a diverse workforce, whilst ensuring that selections are based solely on merit. Discrimination would include, for example, treating a group of predominantly female employees either more or less favourably than a comparable group of predominantly male employees.
Information Gathering	
(7) What sources of data have you used? *You must keep a record of any data you have currently used as supporting evidence*	Equality and Diversity Workforce and Gender Pay Gap report 2019 Your Say Survey 2018 Your HR staff information
(8) What does the data you have tell you about your customers and about protected equality groups?	Around 60% of staff are full time. Around 69% of staff are women. Women are more likely to take part time roles (31%) than men (13%). Managers should ensure that full time and part time staff are treated fairly and equally as this is likely to have a disproportionate effect on one sex.

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	There are a higher proportion of men in the more highly paid roles, leading us to have a gender pay gap of 3.2% (mean) and 11.4% (median) (April 2019). 6.1% of Starters and 9.7% of Leavers have a declared disability. 0% of promotions were achieved by employees with a disability in 2018-19. In addition, in questions specifically designed to measure engagement in the Your Say survey 2018, employees with a disability scored 66% compared to 76% for those without a disability.100% of promotions in 2018-19 were achieved by White British employees. The data shows the likelihood of bias towards BAME and disabled employees and managers should be aware of this.
(9) What do you need to know more about?	We need to understand which staff members affected by the changes have a protected characteristic, how this might impact on their work, and what support and reasonable adjustments they may require during the consultation and change process. We also need to know which staff members are on leave (maternity, shared parental, long term sick etc) during this time to ensure they are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law. In addition, all WCC employees should be considered equally for opportunities / redundancy whatever their contract type or employment status - full-time, part-time or term-time etc. We will affirm our commitment to maintaining a diverse workforce as part of the consultation process.
(10) How could you find this out and who could help you?	Asking individuals, during consultation, about any protected characteristics they would like to be taken into account and any additional support they need to be able to participate fairly in any selection process.

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	Asking managers to identify staff on leave (maternity, shared parental, long-term sick etc).
Engagement and Consultation	
(11) Who have you consulted with from protected equality groups?	A process of engaging and consulting with employees affected by the proposals will be undertaken for a period of 45 days. Consultation activities will include an initial meeting with staff, the opportunity for 1-1 discussions and Question and Answer feedback. No public consultation is required as this is not an external facing service review. All staff will be consulted with regardless of any specific protected characteristics they may have. Managers will not be able to have access to their employees' equality data in order to complete section 15 below. However, they should consider any equality information they know about, could be reasonably expected to know about or which are declared to them.
(12) Who else could you consult with?	Unions and other employee representative groups.
(13) Who can help you to do this?	HR
Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	Monitoring and evaluation will take place on conclusion of the service redesign to ensure all affected staff have been appropriately supported through the consultation and change period.

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Please note: Further information and advice about the corporate consultation process can be found [here](#).

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(15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 2010	**What do you know?** **Summary of data about/feedback from your service-users and/or staff**	**What does this mean?**		**What can you do?** **All potential actions to:** ● **Eliminate discrimination/mitigate negative impact** ● **Advance equality of opportunity** ● **Foster good relations**
		Positive impacts identified (actual and potential)	**Negative impacts identified (actual and potential)**	
Age	The Council's age profile shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.8% in the workforce compared with 13.1% in the general population, and the 50-59 age groups where there is a notably higher representation of 27.9% in the workforce	Increased flexibility may offer opportunities to individuals to work in a different way that have not been previously available.	Some members of staff may have difficulties adapting to new technology and ways of working	Develop customer focused programme of training and support for new technology and ways of working

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	compared with 20.1% in the general population.			
Disability	Of employees who have reported (68.4%) whether they have a disability, 6.5 % have reported yes, and 93.5% no. The percentage reporting a disability has increased slightly from 5.3% in 2017. We are aware that across the Business Support Service - Some staff have identified that they have a disability	Increased flexibility may offer opportunities for individuals with disabilities to work at home which may better suit their needs.	The introduction of hot desk and home working may negatively impact some employees with disabilities or visual impairment if they require specialist equipment to fulfil their role.	Ensure reasonable adjustments are made for staff that have identified a disability
Sex	High proportion of women in customer services (including heritage & culture, localities & communities) and high number of part-time staff	Increased flexibility may offer better work/life balance opportunities for individuals who may not have been able to work previously due to other commitments.	None	Ensure part-time and full-time opportunities are still available Ensure management opportunities are promoted to all staff

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Race	The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other ethnicities shows a higher representation of BAME employees (14.8%) compared with the general Warwickshire population (11.8%) The proportion of employees who are of BAME origin has increased by 2% from 12.8% in March 2017 to 14.8% in March 2918.	None	None	
Religion or belief	The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire Of the staff who declared a religion or belief 60% are Christian, 12.9 % declared a religion other than Christian, or are agnostic, and 27.1% no religious belief. 2.25	The new service offer may offer greater scope for individuals to structure work around important religious events such as Eid or Ramadan.	None	

	However, a high proportion of the workforce, 77.2%, have not disclosed their religion or belief.			
Gender Reassignment	No data	None	None	
Pregnancy and Maternity	Some staff are pregnant, and some are on maternity leave	The introduction of new flexible working opportunities across the council including business support will allow increased choice	None	Not present in work to access the consultation information and face-to-face support During consultation phase specific activity to include ensure staff on maternity leave are consulted with and given the same opportunities for roles within the structure as any other member of business support.
Sexual orientation	Of the staff who declared their sexual orientation, 96% identify as heterosexual/straight, 2.7% as gay/lesbian and 1.3% as bi-sexual	None	None	

Marriage and Civil Partnership (Note: only in relation to due regard to eliminating unlawful discrimination)	No data	None	None	

(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Manager to monitor equality impact of restructuring process within own department	January - March 2020	Ayub/Stephanie/John/Kushal
Manager to affirm commitment to maintaining and promoting diversity in the team as part of the process	January - when process launched	Ayub/Stephanie/John/Kushal
Manager to ensure that any selection activities are fair and assess merit directly related to the core purposes of the role	Planning in October	Ayub/Stephanie/John/Kushal
Manager to provide reasonable adjustments to enable individuals to	January to March	Ayub/Stephanie/John/Kushal

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participate fairly in selection activities		
Manager to ensure staff on leave are identified	December	Ayub/Stephanie/John/Kushal
Manager to give staff the opportunity to tell us if they have protected characteristics	December	Ayub/Stephanie/John/Kushal
Provide face-to-face opportunities for staff specifically on maternity leave and sick leave.	January – when process is launched	Ayub/Stephanie/John/Kushal

Date of Next Review	

Name and signature of Officer completing the EIA	**Louise Williams**
Name and signature of Assistant Director	**Kushal Birla**
Name and signature of Directorate Equalities Champion	**Elizabeth Abbott**

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If you would like any equalities support or advice on this completed document, please contact the Equalities Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEPS ONCE COMPLETED:
1. *Go to File – Rename, and enter a new document name (e.g. Title of the EIA followed by - EIA)*

2. *Go to Share (top right hand corner) Add Assistant Director and the Directorate Equalities Champion with 'can edit' option to gain their signatures and for recording purposes*

3. *Once signed off, ensure the completed EIA is saved in a secure place*

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EQUALITY IMPACT ASSESSMENT (EIA)

Commissioning Support Unit – Contract Management Benefits Realisation

Before completing this document please refer to our Guide to Equality Impact Assessments.

Warwickshire County Council

Service / policy / strategy / practice / plan being assessed	Contract Management – Benefits Realisation
Business Unit / Service Area	CSU
Is this a new or existing service / policy / strategy / practice / plan? *If an existing service / policy / strategy / practice / plan please state date of last assessment*	New
EIA Review team – list of members	Steve Smith
Do any other Business Units / Service Areas need to be included?	No. The scope of contract management benefits will include <u>ALL</u> WCC contracts, so a global impact is reflected in this EIA.
Date of assessment	29th January 2020
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and / or employees? *If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	**No**

Warwickshire
County Council

Details of service / policy / strategy / practice / plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service / policy / strategy / practice / plan?	To achieve financial benefits from improved capability, capacity and commercialism in the Council's contract management.
(2) Who are the customers?	General population of Warwickshire.
(3) How has equality been considered in the development or review so far?	
(4) What is the reason for the change/development?	To achieve significant cashable benefit from contract management as a contribution to the Council's MTFS.
(5) How does it fit with Warwickshire County Council's wider objectives?	This is central to the enabler "Making Best Use of Resources"

(6) Why might it be important to consider equality and the protected characteristics?	To ensure that any contract management activity does not adversely affect a current contract's performance, or adversely affect a market that would moan that suppliers/providers could not contract with the Council for the provision of specific services.
Information Gathering	
(7) What sources of data have you used? *You must keep a record of any data you have currently used as supporting evidence*	Supplier, contract management, spend, income data per contract. There is also intelligence about specific markets and options concerning contracting routes, procurement, frameworks and the like.
(8) What does the data you have tell you about your customers and about protected equality groups?	Spend analysis about the supply of goods and services to all customers.
(9) What do you need to know more about?	Specific detail segmenting customer groups with regards to the protected equality groups.
(10) How could you find this out and who could help you?	Commissioning leads in services could inform the intelligence – there may be data sets to support this.
Engagement and Consultation	

(11) Who have you consulted with from protected equality groups?	None. But commissioning leads have been involved to date.
(12) Who else could you consult with?	Protected equality groups/technical expertise in directorates.
(13) Who can help you to do this?	Equalities and Diversity Team
Monitor and Evaluate	
(14) How will you monitor and evaluate the service / policy / strategy / practice / plan?	Using a simple and lean approach, each contract management benefit to be evaluated/screened for EIA. The service responsible for the contract spend will provide Assistant Director sign off before proceeding.

Please note: Further information and advice about the corporate consultation process can be found here.

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Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: ● **Eliminate discrimination/mitigate negative impact** ● **Advance equality of opportunity** ● **Foster good relations**
		Positive impacts identified (actual and potential)	**Negative impacts identified (actual and potential)**	
Age				
Disability				
Sex				
Race				
Religion or belief				

(15) Analysis of impact and potential actions:

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Gender Reassignment				
Pregnancy and Maternity				
Sexual orientation				
Marriage and Civil Partnership **(Note: only in relation to due regard to eliminating unlawful discrimination)**				

The detail to inform any analysis is not yet known. This would be provided and presented as part of specific contract management benefits contract by contract. At this stage, the impact is flagged as a risk to be quantified and mitigated before committing to the contract management benefit realisation.

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(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Specific simple EIA with mitigation for each contract management benefit to be undertaken to inform a "go/no go ahead" decision.	**According to planned approach to contract management.**	**CSU Contract Management and service AD responsible for the contract spend decision.**

Warwickshire County Council

Date of Next Review	29.01.2020

Name and signature of Officer completing the EIA	Steve Smith
Name and signature of Assistant Director	Steve Smith
Name and signature of Directorate EDI Representative	

If you would like any support or advice on completing this document, please contact the Equality, Diversity and Inclusion Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEP ONCE COMPLETED:

Once signed off, ensure the completed EIA is saved in a secure place alongside all supporting documentation.

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EQUALITY IMPACT ASSESSMENT (EIA)

Service Redesign for Business Support (Transformation Programme)

Before completing this document please refer to our 'Guide to Equality Impact Assessments' here.

Phase 2: Post Consultation January 2020

Warwickshire County Council

Service/policy/strategy/practice/plan being assessed	Redesign of Service Area for WCC Transformation Programme
Business Unit/Service Area	Business & Customer Services - Business Support
Is this a new or existing service/policy/strategy/practice/plan? *If an existing service/policy/strategy/practice/plan please state date of last assessment*	New
EIA Review team – list of members	Louise Williams & Kushal Birla
Do any other Business Units/Service Areas need to be included?	No
Date of assessment	24-09-19 (Phase 1 Pre / during Consultation) **29/01/2020 (Phase 2 Post consultation)**
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees? *If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	Yes

Details of service/policy/strategy/practice/plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service/policy/strategy/practice/plan?	The Tier 4+ restructure and service redesign aims to fulfil the principles of How We Will Work, part of the New Operating Model. - We will work collaboratively with our partners - We will be innovative and creative in our way of working - We will take accountability, ownership and responsibility for our performance - We will be lean, efficient and agile in the way we work
(2) Who are the customers?	The primary effect will be on the staff team, including those whose jobs are at risk. Also, the impact on the wider team, those whose job roles, responsibilities, line management etc is changing. The secondary impact will be on users of the service - other WCC services to whom business support is provided and customers of WCC that we have direct contact with in some areas including children's social care and admissions & transport.
(3) How has equality been considered in the development or review so far?	Through the design to implementation of the new target operating model and the subsequent organisation structure review, the equalities impact has been considered and as a result as the review of the Council staffing structure layers and spans progresses, this EIA has been adjusted accordingly to ensure the impact of that change on a particular group is accurately assessed. The Target Operating Model and final EIA (for the whole organization EIA) will be reviewed by Our People Board once the plan has been implemented. An Equality Impact Assessment/ Analysis on this policy was undertaken in July 2018 and will be reviewed in July 2021.

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(4) What is the reason for the change/development?	In order to deliver the New Operating Model, a review of the Council's organisational structure, roles, responsibilities and behaviours needs to be undertaken. Much of this work has taken place, including restructuring in tiers 1-3 which is now being rolled out to Tier 4 and beyond. Doing things better means the need to develop a new and different approach to how things are done across the organisation, to get the best out of the resources we've got.
(5) How does it fit with Warwickshire County Council's wider objectives?	Service redesign is integral to How We Will Work - a third of the design principles for the New Operating Model come under this heading. Service structure is also inextricably linked to priorities under the other two headings - What We Do and How We Do Things.
(6) Why might it be important to consider equality and the protected characteristics?	These changes will impact a significant number of staff, covering a wide range of protected characteristics. Processes need to be put in place to ensure that no one is treated less favourably because of a protected characteristic(s) either directly or indirectly. This includes ensuring that jobs and practices within the redesigned service are equally accessible to those with all protected characteristics and / or that reasonable adjustments are made to enable all to participate fully. This includes deliberate discrimination, but also unconscious bias, particularly in selecting, training and promoting individuals and selecting individuals / pools for redundancy. Those making these decisions should pay particular attention to the need to retain / promote a diverse workforce, whilst ensuring that selections are based solely on merit. Discrimination would include, for example, treating a group of predominantly female employees either more or less favourably than a comparable group of predominantly male employees.

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Information Gathering	
(7) What sources of data have you used? *You must keep a record of any data you have currently used as supporting evidence*	Equality and Diversity Workforce and Gender Pay Gap report 2019 Your Say Survey 2018 Your HR staff information
(8) What does the data you have tell you about your customers and about protected equality groups?	Around 60% of staff are full time. Around 69% of staff are women. Women are more likely to take part time roles (31%) than men (13%). Managers should ensure that full time and part time staff are treated fairly and equally as this is likely to have a disproportionate effect on one sex. There are a higher proportion of men in the more highly paid roles, leading us to have a gender pay gap of 3.2% (mean) and 11.4% (median) (April 2019). 6.1% of Starters and 9.7% of Leavers have a declared disability. 0% of promotions were achieved by employees with a disability in 2018-19. In addition, in questions specifically designed to measure engagement in the Your Say survey 2018, employees with a disability scored 66% compared to 76% for those without a disability.100% of promotions in 2018-19 were achieved by White British employees. The data shows the likelihood of bias towards BAME and disabled employees and managers should be aware of this.
(9) What do you need to know more about?	We need to understand which staff members affected by the changes have a protected characteristic, how this might impact on their work, and what support and reasonable adjustments they may require during the consultation and change process.

	We also need to know which staff members are on leave (maternity, shared parental, long term sick etc) during this time to ensure they are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law. In addition, all WCC employees should be considered equally for opportunities / redundancy whatever their contract type or employment status - full-time, part-time or term-time etc. We will affirm our commitment to maintaining a diverse workforce as part of the consultation process.
(10) How could you find this out and who could help you?	During consultation process, asked individuals about any protected characteristics they would like to be taken into account and any additional support they need to be able to participate fairly in any selection process. Managers identified staff on leave (maternity, shared parental, long-term sick etc).
Engagement and Consultation	
(11) Who have you consulted with from protected equality groups?	A process of engaging and consulting with employees affected by the proposals was undertaken for a period of 30 days. Consultation activities included an initial meeting with staff, the opportunity for 1-1 discussions and Question and Answer feedback. Public consultation was not required as this is not an external facing service review. All staff have been consulted with regardless of any specific protected characteristics they may have. Managers were not be able to have access to their employees' equality data in order to complete section 15 below. However, they considered any equality information they knew about, could be reasonably expected to know about or which are declared to them.
(12) Who else could you consult with?	Unions and other employee representative groups.

(13) Who can help you to do this?	HR

Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	Monitoring and evaluation will take place on conclusion of the service redesign once structures have been finalised and before implementation to ensure all affected staff have and continue to be appropriately supported through the consultation and change period.

Please note: Further information and advice about the corporate consultation process can be found here.

(15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 2010	**What do you know?** Summary of data about/feedback from your service-users and/or staff	**What does this mean?**		**What can you do?** All potential actions to: • **Eliminate discrimination/mitigate negative impact** • **Advance equality of opportunity** • **Foster good relations**
		Positive impacts identified (actual and potential)	**Negative impacts identified (actual and potential)**	
Age	The Council's age profile shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.8% in the workforce compared with 13.1% in the general population, and the 50-	Increased flexibility may offer opportunities to individuals to work in a different way that have not been previously available.	Some members of staff may have difficulties adapting to new technology and ways of working	Develop business support focused programme of training and support for new technology and ways of working

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	59 age groups where there is a notably higher representation of 27.9% in the workforce compared with 20.1% in the general population.			
Disability	Of employees who have reported (68.4%) whether they have a disability, 6.5 % have reported yes, and 93.5% no. The percentage reporting a disability has increased slightly from 5.3% in 2017. We are aware that across the Business Support Service - Some staff have identified that they have a disability	Increased flexibility may offer opportunities for individuals with disabilities to work at home which may better suit their needs.	The introduction of hot desk and home working may negatively impact some employees with disabilities or visual impairment if they require specialist equipment to fulfil their role.	Ensure reasonable adjustments are made for staff that have identified a disability
Sex	High proportion of women in business support and high number of part-time staff	Increased flexibility may offer better work/life balance opportunities for individuals who may not have been able to work previously due to other commitments.	None	Ensure part-time and full-time opportunities are still available Ensure management opportunities are promoted to all staff

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Race	The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other ethnicities shows a higher representation of BAME employees (14.8%) compared with the general Warwickshire population (11.8%) The proportion of employees who are of BAME origin has increased by 2% from 12.8% in March 2017 to 14.8% in March 2918.	None	None	
Religion or belief	The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire Of the staff who declared a religion or belief 60% are Christian, 12.9 % declared a religion other than Christian, or are agnostic, and 27.1% no religious belief. 2.25 However, a high proportion of the workforce, 77.2%, have not disclosed their religion or belief.	The new service offer may offer greater scope for individuals to structure work around important religious events such as Eid or Ramadan.	None	
Gender Reassignment	No data	None	None	
Pregnancy and Maternity	Some staff are pregnant, and some are on maternity leave	The introduction of new flexible working opportunities across	None	Not present in work to access the consultation information and face-to-face support

		the council including business support will allow increased choice		Provide face-to-face opportunities for staff specifically on maternity leave.
Sexual orientation	Of the staff who declared their sexual orientation, 96% identify as heterosexual/straight, 2.7% as gay/lesbian and 1.3% as bi-sexual	None	None	
Marriage and Civil Partnership (Note: only in relation to due regard to eliminating unlawful discrimination)	No data	None	None	

(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Manager to monitor equality impact of restructuring process within own department	January - March 2020	Kushal / Tier 3 and Tier 4 Managers
Manager to affirm commitment to maintaining and promoting diversity in the team as part of the process	November - when process launched	Kushal / Tier 3 and Tier 4 Managers
Manager to ensure that any selection activities are fair and assess merit directly related to the core purposes of the role	January to March 2020	Kushal / Tier 3 and Tier 4 Managers

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(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Manager to provide reasonable adjustments to enable individuals to participate fairly in selection activities	January to March 2020	Kushal / Tier 3 and Tier 4 Managers
Manager to ensure staff on leave are identified	January to March 2020	Kushal / Tier 3 and Tier 4 Managers
Manager to give staff the opportunity to tell us if they have protected characteristics	January to March 2020	Kushal / Tier 3 and Tier 4 Managers
Ensure staff on maternity leave are consulted with and given the same opportunities for roles within the structure as any other member of business support.	January to March 2020	Kushal / Tier 3 managers

Date of Next Review	**March 2020**

Name and signature of Officer completing the EIA	**Elizabeth Abbott**
Name and signature of Assistant Director	**Kushal Birla**
Name and signature of Directorate Equalities Champion	**Elizabeth Abbott**

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If you would like any equalities support or advice on this completed document, please contact the Equalities Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEPS ONCE COMPLETED:

1. *Go to File – Rename, and enter a new document name (e.g. Title of the EIA followed by - EIA)*

2. *Go to Share (top right hand corner) Add Assistant Director and the Directorate Equalities Champion with 'can edit' option to gain their signatures and for recording purposes*

3. *Once signed off, ensure the completed EIA is saved in a secure place*

Warwickshire County Council

EQUALITY IMPACT ASSESSMENT (EIA)

Overarching Transformation Programme

Before completing this document please refer to our Guide to Equality Impact Assessments.

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Service / policy / strategy / practice / plan being assessed	Warwickshire County Council Transformation Programme
Business Unit / Service Area	All service areas
Is this a new or existing service / policy / strategy / practice / plan? *If an existing service / policy / strategy / practice / plan please state date of last assessment*	New
EIA Review team – list of members	
Do any other Business Units / Service Areas need to be included?	Yes – Service areas will be required to undertake their own individual EIA
Date of assessment	Ongoing
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and / or employees? *If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	Yes – change is proposed which may unsettle employees

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Details of service / policy / strategy / practice / plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service / policy / strategy / practice / plan?	The Tier 4+ restructure and service design / redesign aims to fulfil the principles of How We Will Work, part of the New Operating Model. • We will work collaboratively with our partners • We will be innovative and creative in our way of working • We will take accountability, ownership and responsibility for our performance • We will be lean, efficient and agile in the way we work
(2) Who are the customers?	The primary effect will be on the staff, including those whose jobs may be put at risk. Also, the impact on the wider team and those whose job roles, responsibilities, line management etc. might change. The secondary impact will be on users of the service; During the period of transition there may be disruption to service delivery as staff acclimatise to changes being consulted on and once the revised structure is embedded. In some cases, staff may be settling into new roles post structure changes.
(3) How has equality been considered in the development or review so far?	This EIA highlights some of the areas that will need to be considered as part of the process, however each service design / redesign is to have their own individual EIA completed to ensure the impact of the change on particular groups is accurately assessed and actions to mitigate any negative impacts and maximise positive impacts are taken.
(4) What is the reason for the change/development?	In order to deliver the New Operating Model, a review of the Council's organisational structure, roles, responsibilities and behaviours needs to be undertaken. Much of this work has already taken place, including the restructuring of Tiers 1-3 which is now being rolled out to Tier 4 and beyond.

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	Doing things better means the need to develop a new and different approach to how things are done across the organisation, to get the best out of the resources we've got.
(5) How does it fit with Warwickshire County Council's wider objectives?	Service redesign is integral to How We Will Work - a third of the design principles for the New Operating Model come under this heading. Service structure is also inextricably linked to priorities under the other two headings - What We Do and How We Do Things.
(6) Why might it be important to consider equality and the protected characteristics?	To: • Ensure fairness • Ensure compliance (equality legislation) • Improve organisational effectiveness • Ensure that opportunities are open to all and selection is based on merit These changes will impact a significant number of staff, covering a wide range of protected characteristics. Processes need to be put in place to ensure that no one is treated less favourably because of a protected characteristic(s) either directly or indirectly. This includes ensuring that jobs and practices within the redesigned services are equally accessible to those with all protected characteristics and / or that reasonable adjustments are made to enable all to participate fairly. This includes deliberate discrimination, but also unconscious bias, particularly in selecting, training and promoting individuals and selecting individuals / pools for redundancy. Those making these decisions should pay particular attention to the need to retain / promote a diverse workforce, whilst ensuring that selections are based solely on merit.

	Discrimination would include, for example, treating a group of predominantly female employees either more or less favourably than a comparable group of predominantly male employees.

Information Gathering	
(7) What sources of data have you used? *You must keep a record of any data you have currently used as supporting evidence*	Annual Equality and Diversity Workforce and Gender Pay Gap Report Your Say survey data (2018 and 2019)
(8) What does the data you have tell you about your customers and about protected equality groups?	Around 60% of staff are full time. Around 69% of staff are women. Women are more likely to work part time (31%) than men (13%). Managers should ensure that full time and part time staff are treated fairly and equally as this is likely to have a disproportionate effect on one sex. There are a higher proportion of men in the more highly paid roles, leading us to have a gender pay gap of 3.2% (mean) and 11.4% (median). 6.1% of Starters and 9.7% of Leavers have a declared disability. 0% of promotions were achieved by employees with a declared disability in 2018-19. In addition, in questions specifically designed to measure engagement in the Your Say survey 2018, employees with a declared disability scored 66% compared to 76% for those without a disability. Employees with a declared disability also scored less when measuring engagement in the 2019 Your Say survey. 100% of promotions in 2018-19 were achieved by White British employees. The data shows the likelihood of bias towards Black, Asian, Minority Ethnic (BAME) and employees with a disability and managers should be aware of this.

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(9) What do you need to know more about?	Service Managers should assess adverse and positive impacts on individuals / groups of individuals with protected characteristics in their area, using the grid in q 15. This includes characteristics which are already known about, or a manager could be reasonably expected to know about. It should also include analysis of impact on those individuals who declare a protected characteristic during the consultation and / or selection process. Managers should ensure individuals on leave (maternity, shared parental, long term sick etc) are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law. In addition, all WCC employees should be considered equally for opportunities / redundancy whatever their contract type or employment status - full-time, part-time or term-time etc. Managers should affirm their commitment to maintaining a diverse workforce as part of the consultation process.
(10) How could you find this out and who could help you?	Service Managers should ask individuals, during consultation, about any protected characteristics they would like to be considered and any additional support they need to be able to participate equally and fairly in any selection process.
Engagement and Consultation	
(11) Who have you consulted with from protected equality groups?	A process of engaging and consulting with employees affected by the proposals will be undertaken for a minimum period of 45 days. Consultation activities will include an initial meeting with staff, the opportunity for 1-1 discussions and Question and Answer feedback.

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(12) Who else could you consult with?	Service Managers will be expected to consult with Unions and other employee representative groups. HR Business Partners, HR Advisors, the Resourcing and Equality, Diversity and Inclusion (EDI) teams could also be consulted with.
(13) Who can help you to do this?	Unions Employee Representative Groups HR Business Partner HR Advisor Resourcing Team Equality, Diversity and Inclusion Team
Monitor and Evaluate	
(14) How will you monitor and evaluate the service / policy / strategy / practice / plan?	Service Managers are expected to review and update their individual EIA at specific points within the process and in response to feedback / comments received as part of the consultation process.

Please note: Further information and advice about the corporate consultation process can be found here.

(15) Analysis of impact and potential actions:			
Protected characteristics	**What do you know?** **Summary of data**	**What does this mean?**	**What can you do?** **All potential actions to:**

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from the Equality Act 2010	about/feedback from your service-users and/or staff	Positive impacts identified (actual and potential)	Negative impacts identified (actual and potential)	• Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations
Age	0% of promotions were achieved by employees aged 18-24. 40% of staff are aged 50 and over, 11% aged 60 and over	The service redesign provides WCC with an opportunity to build clear career paths into the new structures.	Potential bias in the recruitment and selection process (including promotions).	Build career path into new structures where possible to enable the younger generation to work their way up. Ensure flexible working is built into recruitment messaging which may of particular interest to working parents / carers / those approaching retirement. Ensure all staff involved in recruitment and selection processes have undertaken unconscious bias training as part of their Recruitment and Selection training.
Disability	6.1% of Starters and 9.7% of Leavers have a declared disability. 0% of promotions were	WCC guarantee to interview anyone with a disability whose application meets the minimum	Potential bias in the recruitment and selection process (including promotions).	Ensure all staff get opportunity to discuss concerns and managers to ensure processes is fully understood. Ensure that selection processes ask people

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	achieved by employees with a disability in 2018-19. Employees with a declared disability scored significantly less when measuring engagement in the annual Your Say survey (2018 and 2019). WCC are a Disability Confident Employer.	criteria for the post.	Employees with certain disabilities may find the process more difficult to understand. Individuals on long term sick may feel less engaged with the process.	about reasonable adjustments. Ensure that individuals on leave (including sick leave) are given full information about opportunities. Manager to ensure that communications are effective and take the employee's preferences into account e.g. not to rely on work email which the individual might not be accessing.
Sex	Around 60% of staff are full time. Around 69% of staff are women. Women are more likely to take part time roles (31%) than men (13%). There are a higher	The How We Will Work programme will enable all individuals, regardless of sex, the opportunity to work more flexibly at all levels within the organisation.	Females are less likely to be in the more highly paid roles; this could potentially be because these roles are mostly full time and women are more likely to take part time roles than men.	Offer job share arrangements or flexible working opportunities where possible. Ensure all staff involved in recruitment and selection processes have undertaken unconscious bias training as part of their Recruitment and Selection training.

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	proportion of men in the more highly paid roles, leading us to have a gender pay gap of 3.2% (mean) and 11.4% (median).			
Race	0% of promotions during the year were achieved by BAME employees compared with their 15.3% representation in the Council workforce as a whole.	Diversity of workforce is currently reflective of the population.	Potential bias in the recruitment and selection process (including promotions).	Ensure all staff involved in recruitment and selection processes have undertaken unconscious bias training as part of their Recruitment and Selection training.
Religion or belief	The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire.	Diversity of workforce is currently reflective of the population.	Potential negative impact on engagement if consultation is to be run over significant religious festivals / holidays.	Consider timing of consultation in response to religious festivals / holidays.

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Gender Reassignment	No data currently available.	No impact anticipated	Potential bias in the recruitment and selection process (including promotions)	Ensure all staff involved in recruitment and selection processes have undertaken unconscious bias training as part of their Recruitment and Selection training.
Pregnancy and Maternity	No data currently available, as this changes. However, managers will be aware of individuals who are pregnant or on maternity leave in their own departments.	Individuals on maternity leave have additional protected rights in law.	Employees currently on maternity or parental leave might feel less engaged with the process.	Ensure that individuals on leave (including maternity leave) are given full information about opportunities and their rights whilst on maternity leave. Manager to ensure that communications are effective and take the employee's preferences into account e.g. not to rely on work email which the individual might not be accessing. Potential use of KIT days for those on maternity / shared parental leave to keep up to date with changes.
Sexual orientation	74% of staff have not declared their sexual orientation, therefore remaining data can only offer an	No impact anticipated	Potential bias in the recruitment and selection process (including	Ensure all staff involved in recruitment and selection processes have undertaken unconscious bias training as part of their Recruitment and Selection training.

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	incomplete picture.		promotions)	
Marriage and Civil Partnership **(Note: only in relation to due regard to eliminating unlawful discrimination)**	No data	No impact anticipated	No impact anticipated	

(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Each department to complete an EIA for their own service redesign, using local knowledge and proactively encouraging input from staff.	Alongside consultation processes	Assistant Director / Tier 3 Manager

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All staff invited to discuss relevant protected characteristics with their manager, in confidence, including any reasonable adjustments needed.	Alongside consultation / selection processes	Manager
Ensure that all recruitment processes give staff the opportunity to ask for reasonable adjustments and that these are applied to enable everyone to participate fairly in recruitment processes.	Alongside recruitment processes	Recruiting Manager, with support from Recruitment / EDI as appropriate
Ensure that opportunities to request the right to work flexibly are promoted alongside vacancies, enabling the widest possible pool of applicants.	Alongside recruitment processes	Recruiting Manager, with support from Recruitment / EDI as appropriate
Recruiting panels to consider diversity in their make-up and to have attended recruitment and selection training, which includes training on unconscious bias.	Ahead of recruitment processes	Recruiting Manager
Managers to ensure individuals on leave are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law. Ensure communications are suited to the individual's preferences e.g. not relying on work email address which the individual might not be accessing. Potential use of KIT days for those on maternity / shared parental leave to keep up to date with changes.	Alongside recruitment processes	Recruiting Manager

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Ensure that jobs and practices within the redesigned services are equally accessible to those with all protected characteristics.	Alongside recruitment processes	Recruiting Manager
Employee Assistance programme, Listening Mates, Carers Network and LGBT+ Network are available to support staff.	In place	EDI / HSW Teams

Date of Next Review	**January 2021**

Name and signature of Officer completing the EIA	**Joanne Lockyer**
Name and signature of Assistant Director	**Sarah Duxbury**
Name and signature of Directorate EDI Representative	**Keira Rounsley**

If you would like any support or advice on completing this document, please contact the Equality, Diversity and Inclusion Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEP ONCE COMPLETED:

Once signed off, ensure the completed EIA is saved in a secure place alongside all supporting documentation.

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