

## **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](#).*

<b>Service/policy/strategy/practice/plan being assessed</b>	Redesign of Service Area for WCC Transformation Programme
<b>Business Unit/Service Area</b>	ICT & Digital / Enabling Services
<b>Is this a new or existing service/policy/strategy/practice/plan?</b>  <i>If an existing service/policy/strategy/practice/plan, please state date of last assessment</i>	New
<b>EIA Review team – list of members</b>	Craig Cusack, Adam Hussain, Ian Jewkes
<b>Do any other Business Units/Service Areas need to be included?</b>	No
<b>Date of assessment</b>	November 2019
<b>Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees?</b>  <i>If yes please let your Assistant Director and the Customer Relations Team know as soon as possible</i>	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 ?	<p>The Tier 4+ restructure and service redesign aims to fulfil the principles of How We Will Work, part of the New Operating Model.</p> <ul style="list-style-type: none"> <li>- We will work collaboratively with our partners</li> <li>- We will be innovative and creative in our way of working</li> <li>- We will take accountability, ownership and responsibility for our performance</li> <li>- We will be lean, efficient and agile in the way we work</li> </ul>
(2) Who are the customers?	<p>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.</p> <p>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.</p>
(3) How has equality been considered in the development or review so far?	<p>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.</p> <p>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</p>

	<p>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.</p>
<p>(4) What is the reason for the change/development?</p>	<p>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.</p> <p>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.</p>
<p>(5) How does it fit with Warwickshire County Council's wider objectives?</p>	<p>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.</p>
<p>(6) Why might it be important to consider equality and the protected characteristics?</p>	<p>To:</p> <ul style="list-style-type: none"> <li>• Ensure fairness</li> <li>• Ensure compliance (equality legislation)</li> <li>• Improve organisational effectiveness</li> </ul> <p>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.</p>

	<p>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.</p> <p>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.</p>
<b>Information Gathering</b>	
<p>(7) What sources of data have you used?</p> <p><i>You must keep a record of any data you have currently used as supporting evidence</i></p>	<p>Equality and Diversity Workforce and Gender Pay Gap report 2019</p> <p>Your Say survey 2018 and 2019</p> <p>Diversity data from HR Analytics</p>
<p>(8) What does the data you have tell you about your customers and about protected equality groups?</p>	<p>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.</p> <p>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).</p> <p>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.</p>

	<p>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.</p> <p>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.</p>
(9) What do you need to know more about?	<p>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.</p> <p>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.</p>
(10) How could you find this out and who could help you?	<p>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.</p>
<b>Engagement and Consultation</b>	
(11) Who have you consulted with from protected equality groups?	<p>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.</p> <p>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.</p>

	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
<b>Monitor and Evaluate</b>	
(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](#).**

<b>(15) Analysis of impact and potential actions:</b>				
<b>Protected characteristics from the Equality Act 2010</b>	<b>What do you know? Summary of data about/feedback from your service-users and/or staff</b>	<b>What does this mean?</b>		<b>What can you do? All potential actions to:</b> <ul style="list-style-type: none"> <li>• Eliminate discrimination/mitigate negative impact</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>
		<b>Positive impacts identified (actual and potential)</b>	<b>Negative impacts identified (actual and potential)</b>	
<b>Age</b>	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).	<ul style="list-style-type: none"> <li>• Build career path into structure to enable the younger generation to work their way up.</li> <li>• Ensure all members involved in the recruitment and selection process have undertaken unconscious bias training as part of the Recruitment and Selection training.</li> </ul>
<b>Disability</b>	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	<ul style="list-style-type: none"> <li>• Actively provide reasonable adjustments to enable individuals with a declared disability to participate fairly and equally in recruitment and selection activities.</li> <li>• Adhere to the Guaranteed Interview Scheme.</li> <li>• Affirm commitment to ensuring the process is equal and fair and too maintaining a diverse workforce as part of the consultation process.</li> </ul>

	<p>scored less when measuring engagement in the annual Your Say surveys.</p> <p>WCC are a Disability Confident Employer.</p>		<p>the process.</p>	
<b>Sex</b>	<p>Around 60% of staff are full time. Around 69% of staff are women.</p> <p>Women are more likely to work in part time roles (31%) than men (13%).</p> <p>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).</p> <p>ICT is predominately male.</p>	<p>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.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Offer job share arrangements for full time roles where possible.</li> <li>• Develop an initiative to encourage more women to work in ICT.</li> </ul>

<b>Race</b>	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).	<ul style="list-style-type: none"> <li>• Ensure all members involved in the recruitment and selection process have undertaken unconscious bias training as part of the Recruitment and Selection training.</li> </ul>
<b>Religion or belief</b>	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.	<ul style="list-style-type: none"> <li>• Consider timing of consultation in response to religious festivals / holidays.</li> <li>• Consider extension of consultation period where these are disrupted by religious festivals / holidays.</li> </ul>
<b>Gender Reassignment</b>	No data currently available.	None identified.	None identified.	<ul style="list-style-type: none"> <li>• To be monitored and reviewed as part of the consultation process.</li> </ul>
<b>Pregnancy and Maternity</b>	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.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Ensure individuals on leave are fully informed, consulted with and considered equally for roles.</li> </ul>

<b>Sexual orientation</b>	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.	<ul style="list-style-type: none"> <li>Promote support networks such as the LGBT+ Staff Network, EAP etc.</li> </ul>
<b>Marriage and Civil Partnership</b>  <b>(Note: only in relation to due regard to eliminating unlawful discrimination)</b>	No data currently available.	None identified.	None identified.	<ul style="list-style-type: none"> <li>To be reviewed and monitored as part of the consultation process.</li> </ul>

<b>(16) Outcomes of Equality Impact Assessment</b>		
<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>
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

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

Date of Next Review	
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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](mailto: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**