

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](#).

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? <i>If an existing service/policy/strategy/practice/plan please state date of last assessment</i>	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

*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	
<p>(1) What are the aims, objectives and outcomes of the service/policy/strategy / practice/plan?</p>	<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"> - 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
<p>(2) Who are the customers?</p>	<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 WCC customers who use/ access all our services irrespective of channel.</p>

<p>(3) How has equality been considered in the development or review so far?</p>	<p>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.</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 taken place, including restructuring in 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>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>
<p>Information Gathering</p>	
<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</p> <p>Your HR staff information</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 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.</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) (April 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 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.</p> <p>The data shows the likelihood of bias towards BAME and disabled employees and managers should be aware of this.</p>
<p>(9) What do you need to know more about?</p>	<p>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.</p> <p>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.</p> <p>We will affirm our commitment to maintaining a diverse workforce as part of the consultation process.</p>
<p>(10) How could you find this out and who could help you?</p>	<p>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.</p>

	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?	<p>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.</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> <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 are declared to them.</p>
(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.

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: <ul style="list-style-type: none"> ● 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

	compared with 20.1% in the general population.			
Disability	<p>Of employees who have reported (68.4%) whether they have a disability, 6.5 % have reported yes, and 93.5% no.</p> <p>The percentage reporting a disability has increased slightly from 5.3% in 2017.</p> <p>We are aware that across the Business Support Service - Some staff have identified that they have a disability</p>	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	<p>Ensure part-time and full-time opportunities are still available</p> <p>Ensure management opportunities are promoted to all staff</p>

Race	<p>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%)</p> <p>The proportion of employees who are of BAME origin has increased by 2% from 12.8% in March 2017 to 14.8% in March 2018.</p>	None	None	
Religion or belief	<p>The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire</p> <p>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</p>	<p>The new service offer may offer greater scope for individuals to structure work around important religious events such as Eid or Ramadan.</p>	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	
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(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

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	
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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

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**