

EQUALITY IMPACT ASSESSMENT (EIA)

Overarching Transformation Programme

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

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? <i>If an existing service / policy / strategy / practice / plan please state date of last assessment</i>	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? <i>If yes please let your Assistant Director and the Customer Relations Team know as soon as possible</i>	Yes – change is proposed which may unsettle employees

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 design / 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
(2) Who are the customers?	<p>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.</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 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.</p>
(3) How has equality been considered in the development or review so far?	<p>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.</p>
(4) What is the reason for the change/development?	<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"> • Ensure fairness • Ensure compliance (equality legislation) • Improve organisational effectiveness • Ensure that opportunities are open to all and selection is based on merit <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 services are equally accessible to those with all protected characteristics and / or that reasonable adjustments are made to enable all to participate fairly.</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>Annual Equality and Diversity Workforce and Gender Pay Gap Report Your Say survey data (2018 and 2019)</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).</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. Employees with a declared disability also scored less when measuring engagement in the 2019 Your Say survey.</p> <p>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.</p>

<p>(9) What do you need to know more about?</p>	<p>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.</p> <p>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.</p> <p>Managers should affirm their 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>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.</p>
<p>Engagement and Consultation</p>	
<p>(11) Who have you consulted with from protected equality groups?</p>	<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 1-1 discussions and Question and Answer feedback.</p>

(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:

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)	<ul style="list-style-type: none"> ● Eliminate discrimination/mitigate negative impact ● Advance equality of opportunity ● Foster good relations
Age	<p>0% of promotions were achieved by employees aged 18-24.</p> <p>40% of staff are aged 50 and over, 11% aged 60 and over</p>	<p>The service redesign provides WCC with an opportunity to build clear career paths into the new structures.</p>	<p>Potential bias in the recruitment and selection process (including promotions).</p>	<p>Build career path into new structures where possible to enable the younger generation to work their way up.</p> <p>Ensure flexible working is built into recruitment messaging which may of particular interest to working parents / carers / those approaching retirement.</p> <p>Ensure all staff involved in recruitment and selection processes have undertaken unconscious bias training as part of their Recruitment and Selection training.</p>
Disability	<p>6.1% of Starters and 9.7% of Leavers have a declared disability.</p> <p>0% of promotions were</p>	<p>WCC guarantee to interview anyone with a disability whose application meets the minimum</p>	<p>Potential bias in the recruitment and selection process (including promotions).</p>	<p>Ensure all staff get opportunity to discuss concerns and managers to ensure processes is fully understood.</p> <p>Ensure that selection processes ask people</p>

	<p>achieved by employees with a disability in 2018-19.</p> <p>Employees with a declared disability scored significantly less when measuring engagement in the annual Your Say survey (2018 and 2019).</p> <p>WCC are a Disability Confident Employer.</p>	<p>criteria for the post.</p>	<p>Employees with certain disabilities may find the process more difficult to understand.</p> <p>Individuals on long term sick may feel less engaged with the process.</p>	<p>about reasonable adjustments.</p> <p>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.</p>
<p>Sex</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%).</p> <p>There are a higher</p>	<p>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.</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 take part time roles than men.</p>	<p>Offer job share arrangements or flexible working opportunities where possible.</p> <p>Ensure all staff involved in recruitment and selection processes have undertaken unconscious bias training as part of their Recruitment and Selection training.</p>

	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.

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.	<p>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.</p> <p>Potential use of KIT days for those on maternity / shared parental leave to keep up to date with changes.</p>
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.

	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

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

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
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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.