

APPENDIX I



EQUALITY IMPACT ASSESSMENT

Service: All Service Areas of Breckland District Council and South Holland District Council	Date of first EIA: November 2010 Date of refresh completion:
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Is the document for assessment a:
 policy strategy function/ service key decision

Name of document: Shared Management Structure

Is this a new or existing document? new existing

Lead Officer: Roger Wilkin (Project Manager)

Officers involved in initial impact assessment process

Name	Job Title
Natalie King	HR Manager BDC (HR Project Lead)
Corrine Wooding	HR Manager CPBS
Roger Wilkin	Project Manager

1. Briefly describe the aims, objectives or purpose of the document or service

The aim of this document is to ensure that due consideration has been given to all potential equality issues in the proposals for a shared management structure.

The objectives are to:

- Ensure fairness, transparency and equal treatment of staff
- Publish the contents of this document, so that it is accessible to staff and stakeholders
- Document the considerations of potential equality issues to make available to key decision makers when considering the proposals

The purpose of this document is to satisfy the Project Board, Trade Union Officials and Staff that potential equality issues have been taken into consideration in a proposed cost cutting restructure proposal and potential redundancy situation.

2 Who will use or be governed by this document or service procedure?

Project Board, Project Team, Chief Executive, Directors, all Managers in scope.

3 Who is intended to benefit from the document or services?

The Councils and its employees, through ensuring that the proposals give due consideration to all equality issues, and therefore ensuring fairness, transparency and

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	equal treatment.
4	What outcomes are required from this document or service and for whom?
	To satisfy the Project Board, Trade Union Officials and Staff that potential equality issues have been taken into consideration in a proposed cost cutting restructure proposal and potential redundancy situation.
5	Who is responsible for the document or service?
	Roger Wilkin – Project Manager
6	a) Are there any other organisations or partners involved in the delivery of the service? b) Who is the lead or accountable body?
	Anglia Revenues Partnerships, Compass Point Business Services
7 a)	What monitoring data is available on the number of people who use the service or affected by the document? Who holds this information? How up-to-date and relevant is this information? This should include the total number of people who use the service, the total potential number of service users where relevant and equality monitoring breakdown.
	Workforce equalities monitoring information is held by HR at Breckland District Council and HR at Compass Point Business Services. This data is accurate as of 1 April 2010, and incorporates the total number of staff and relevant equality monitoring breakdown.
7 b)	If this is a new proposed policy/service, what information have you got on the likely number/type of people accessing or using the new policy/service?
	The merged management structure proposals have a direct effect on the Senior Managers and Directors at both authorities, who will be competing for a smaller number of posts, and whose responsibilities and accountabilities will change significantly through the management of teams across two organisations. When the new structure is implemented all staff in all Service areas will be impacted in terms of the way that their Service area is managed.
7 c)	If no monitoring has been undertaken, will this be done in the future? If so, specify what arrangements you intend to make and by when and include this in your action plan. If you do not intend to do any monitoring, please provide your reason for this decision.
	n/a
7 d)	What are the key performance indicators and targets attributed to the document or service?

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	<p>The objectives/targets of the shared management structure are as follows:</p> <ul style="list-style-type: none"> • To make financial savings to the combined staffing cost of the existing management structures exceeding 35% plus other consequential savings • To provide appropriate management capacity to both authorities. • To be based upon a model where the authorities individually continue to exercise democratically accountable local government in their respective areas and have their own governance arrangements whilst sharing management of internal and external services. • To provide opportunity and ease the transition to more joint commissioning of services and sharing of resources. • To be capable of both contraction for example as client roles for external services are combined, and expansion for example if a third local authority wished to join, without the need to fundamentally redesign the structure.
8 a)	What consultation has been carried out with stakeholders and service users previously about the document or service? Please include the dates
	In accordance with 'Managing Change and Redundancy Policy' at South Holland District Council, and the 'Redundancy Policy' at Breckland District Council, 30 days informal consultation and 30 days formal consultation will be conducted. Formal consultation commenced on 2 Nov 2010 and will close on 2 Dec 2010.
8 b)	What has this told us?
	Staff have given feedback and this information is available separately.
8 c)	What changes have or can be made based on the feedback results? If changes are to be made include them in the action plan
	Genuine consultation is being conducted to ensure that Staff have the opportunity to influence the proposals that will be taken forward. Changes may be made, as a result of consultation, to the proposed structure, proposed service groupings, proposed job descriptions/person specifications, and to the methods of implementation of the structure.
Note	The equality analysis of this consultation should be used to inform questions 9-18
9	Are there any concerns that the document or service could have a differential impact on different racial groups? This can include ethnicity and nationality. If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?
	No
10	Are there any concerns that the document or service could have a differential impact on men and women? If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?

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	<p>The number of affected posts is currently 37, and subject to consultation and Full Council approval will be reduced to 17-19. There are currently 25 (68%) male employees in scope and 10 (27%) female employees, plus two vacant posts (5%). There is potential through the redundancy selection process to distort this balance.</p> <p>There is a need to take into consideration the likely impact on senior management gender balance post merged service.</p> <p>Working across two locations will involve travel between sites. Consideration will need to be given to the potential impact on employees with child care responsibilities. This is likely to affect more female employees than male employees.</p>
11	<p>Are there any concerns that the document or service could have a differential impact on disabled people? This can include the spectrum of physical disability, learning difficulties, cancer, multiple sclerosis, muscular dystrophy and HIV If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?</p>
	<p>Consideration will need to be given to individuals who are unable or less able to travel for long period of time due to illness or injury.</p>
12	<p>Are there any concerns that the document or service could have a differential impact on the grounds of sexual orientation? If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?</p>
	<p>No</p>
13	<p>Are there any concerns that the document or service could have a differential impact on the grounds of age? If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?</p>
	<p>Feedback through consultation has suggested that there is a risk of younger employees being disadvantaged through the selection process as the costs associated with redundancy/early retirement may be less than they would be for older employees. In order to mitigate against this risk the following is proposed:</p> <ul style="list-style-type: none"> • A 'transition' budget will be set up to ensure that all costs associated with the restructure are managed centrally by the Project Team, therefore removing the consideration of costs from those conducting the selection process • External impartial and professional support will be sought to be involved in the development of suitable selection criteria, and to be present in the interview process • Training will be given to Member and Director appointment panels to ensure a consistent, fair and equitable approach to selection
14	<p>Are there any concerns that the document or service could have a differential impact on the grounds of religion or belief? If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?</p>

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	No
15	Are there any concerns that the document or service could have a differential impact on any other groups of people due to rural isolation or levels of deprivation? If yes please explain. What existing evidence (either presumed or otherwise) do you have for this? What action will be taken?
	No
16	Are there implications for other groups? For example, those with dependents/caring responsibilities, an offending past, transgender or transsexual people?
	Those with caring responsibilities and/or dependents may be impacted by the necessary travel to and from the two locations.
17	Please detail any factors that might account for differential impacts or non achievement of the required outcomes? This should include any barriers that do, or could, prevent people from fully accessing the service?
	N/a
18	Are there any unmet needs or requirements that can be identified that affect specific groups?
	No
19	Are there any trends identified through the corporate complaints system? If yes, please give details below.
	No
20	Have there been any concerns or feedback from front line staff, other council employees or Councillors about the policy?
	Yes – these have been capture through the consultation process and are available separately.
21	Have there been any concerns or feedback from voluntary, community or other organisations about the policy?
	Full consultation with all stakeholders is yet to be completed. No concerns and/or feedback regarding equalities issues have been recorded to date.
22	Are there any pieces of research or models of practice that may inform our view?
	Research has been conducted by the Project Team into other Councils who have successfully implemented a merged management structure, including South

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	Oxfordshire District Council and Vale of White Horse District Council.
24	Should the EIA proceed to a full impact assessment? <input type="checkbox"/> yes <input checked="" type="checkbox"/> no
25	Date on which full assessment to be completed by:
26	Summary of action points: <ul style="list-style-type: none">• Consultation with UNISON, staff and stakeholders regarding the contents of this document• Consideration of all potential equalities issues as outlined above throughout the consultation and implementation process• Development of training for appointment panels to ensure equalities issues have been considered throughout the selection process

For internal use only

Completed form signed off by Head of Service

Signed

Date:

Completed form sent to lead Equality and Diversity Officer

Date:

Completed form sent to Community Challenge Panel

Date:

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