

Report title: Process to Support the 'Layers One and Two' Organisational Redesign	
Report to: Committee to Determine the Terms and Conditions of Appointment of Chief Officers and Deputy Chief Officers	
Report author: Pam Parkes - Interim HR & OD Director	
Date: 10 October 2016	For: Decision
Enquiries to: Pam Parkes – HR & OD Director & Maxine Taylor – Head of HR Strategy	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 The Chief Executive has commenced consultation on a new structure to replace the current structure at tier 2 and tier 3 of the organisation, which is to be known as 'layers 1 and 2'. This structure will be considered by Cabinet in due course.
- 1.2 As part of the implementation of the restructure there will be a need for a number of employment decisions about the future occupants of the new structure. This report asks the Committee to delegate some decisions to officers.

2. Recommendations

- 2.1 To recruit to the new layer 1 and 2 posts to which there is no slotting using a single interview process as follows:-
 - Layer one: Interview by the Committee, advised by the Chief Executive, and HR & OD Director, with final a appointment decisions being made by a meeting of the Committee once all layer one interviews have been completed.
 - Layer two: Interview by the sub-committee, advised to by the Chief Executive, relevant Executive Director, and HR & OD Director, , with final a appointment decisions being made by a meeting of the Committee once all layer two interviews have been completed.
 - Layer two posts which are neither chief officers nor deputy chief officers – interview with the the Chief Executive and the Sub Committee, Executive Director and HR and OD Director, with the final appointment decisions being made by the Chief Executive once all layer two interviews have been completed.
 - Layer two posts which are not Directors – recruitment decision made by the Chief Executive or the line manager of the relevant post.
- 2.2 Agree that the Chief Executive will decide which employees are to slot into new posts after consulting the HR and OD Director and considering job matching results.
- 2.3 Agree that the Chief Executive shall obtain alternative advice if a candidate for appointment to a post would otherwise be an advisor to the panel.
- 2.4 Agree that the Sub-Committee be authorised to deal with any dismissal required a result of the organisational redesign of layers 1 and 2.

3. Issue and Proposal

- 3.1 A significant amount of work has been done to review structures at layers one and two of ECC and the roles and responsibilities within them. The proposed new structure is out for consultation and the proposed structure is at appendix 1. This structure is the subject of consultation and it is proposed that a final decision will be made in early November 2016.
- 3.2 The Council needs to create an organisation which is fit for the future and which will deliver its vision.
- 3.3 Recruitment at this level is usually undertaken using a two stage process. There is an initial Officer interview which produces a shortlist of candidates who progress to a final stage Member interview panel. However, many candidates applying for posts as part of the organisational redesign will be internal and the process needs to be completed quickly. It is therefore proposed that where there is to be a member interview there should be a single stage process with a member interview panel (the Committee for layer 1 posts and the Sub-Committee for layer 2 posts), with the Member panel being advised by the same officers who would otherwise have undertaken the preliminary interviews.
- 3.4 Some of the layer 2 director posts in the proposed structure are technically neither chief officers nor deputy chief officers because they report to the Director – Children and Families or the Director – Adult Social Care. This means that the recruitment decision is required by law to be delegated to the Chief Executive. For these director posts it is proposed that the recruitment decision is taken by the Chief Executive, advised by the sub-committee. Conversely, some Head of Service roles in the new structure will report to an Executive Director and are therefore deputy chief officers. It is proposed that recruitment for these posts is undertaken by the line manager of the post – as would usually be the case for Heads of Service.
- 3.5 In order to ensure that the posts go to employees with the best fit for the role as well as keeping the number of redundancy dismissals as low as possible consistent with the introduction of the new structure, it is proposed that final recruitment decisions for all posts in each layer will not be taken until all interviews for that layer have been completed. Those decisions will be taken :
- By the Committee for layer 1 and for Layer 2 directors who are chief officers or deputy chief officers.
 - By the Chief Executive for other posts.
- 3.6 The new structure is expected to be implemented on 1 April 2017. This is a challenging timescale and the recommendations within this document seek to ensure that the process can be completed as quickly as possible whilst still ensuring that there is full engagement of relevant senior officers.
- 3.7 The Constitution is as flexible as the law allows. Recruitment of 'Chief Officers' or 'Deputy Chief Officers' is delegated to the committee, but the committee is empowered to delegate decisions on individual recruitments or dismissals may be delegated to a sub-committee or to a nominated officer. Arranging a meeting of the committee requires the co-ordination of the diaries of five senior members along

with relevant senior officers. The sub-committee has fewer members and meetings are easier to arrange. Where recruitment decisions are made by officers, Member involvement can take place if Members desire, but generally involves a shorter time commitment.

- 3.8 The recommendations in this report are designed to balance the need to move quickly with robust but flexible governance arrangements to ensure that important decisions are taken quickly by the right decision maker with appropriate and timely involvement of Members.
- 3.9 It may be that a particular employee whose post is in scope of the redesign is not appointed to any post in the new structure. In those circumstances a redundancy dismissal is likely to result. The Committee is asked to agree that the sub-Committee may deal with dismissals.
- 3.10 All members of the Cabinet will be informed of all proposed appointments or dismissals of chief or deputy chief officers. Any comments made by the Leader would need to be considered by the Chief Executive or by the Committee before making any final offer of employment or dismissal.

4. Issues for consideration

4.1 Financial implications

- 4.1.1 This report has no direct financial implications. Individual recruitment and dismissal decisions will have financial implications but they will be considered at the relevant time.

4.2 Legal implications

- 4.2.1 Under the constitution the Committee has responsibility for the appointment and dismissals of chief officers and deputy chief officers. The committee may delegate decisions on appointments to the Chief Executive or to a sub-committee of 3 members, appointed in accordance with the rules on political balance.
- 4.2.2 There is a statutory requirement to notify all members of the Cabinet of any proposed appointment or dismissal of any chief officer or deputy chief officer post. The purpose of this is to ensure that the Cabinet's views are considered in the process.
- 4.2.3 Under the Local Authorities (Standing Orders) (England) Regulations 2001, recruitment decisions for posts below deputy chief officer level have to be delegated to the Chief Executive. Since these are key director roles it is proposed that the Sub-Committee advises the Chief Executive on the recruitment decision. 4.2.4 In this context 'chief officer' means any post who reports to the Chief Executive (other than a post which merely provides administrative or support services) and 'deputy chief officer' means any post which reports to a 'chief officer'.
- 4.2.5 The government has announced proposals to place a cap on exit payments for public sector employees and to put in place a requirement to repay termination payments for those earning £80k or more who start employment the public sector

within 12 months. These proposals were originally expected to be in force by October 2016 but have now been delayed until at least early 2017. These proposals will primarily affect employees rather than ECC.

6. Equality and Diversity implications

- 6.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc on the grounds of a protected characteristic unlawful
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
- 6.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).
- 6.3 The equality impact assessment indicates that the restructure could, if not appropriately managed, have disproportionately adverse impact on groups of people with a protected characteristic. There is always possibility that a person engaged in the selection process will demonstrate an unconscious bias in favour or against persons with a particular protected characteristic. The selection approach will comprise of varied elements to reduce the risk/impact of this. Selection will be made using a variety of selection methods. The interview element of the selection process will, in accordance with ECC practice, be carried out by a group of people which is also intended to reduce or remove the risk of unconscious bias. Additionally at least one member of the interview panel will have received recruitment and / or equality awareness training. The other potential impact is for those who have a disability. Impacts could apply to those with physical, mental, sensory or learning disabilities however the ECC selection process makes reasonable adjustments to accommodate specific needs. It is standard practice at ECC to invite individuals to advise on adjustments they may need and these will be managed on an individual basis.

7. List of appendices

Appendix 1 – Proposed new structure (subject to consultation)
Appendix 2 – Equality impact assessment

8. List of Background papers

There are no background papers.

Equality Impact Assessment

Context

1. under s.149 of the Equality Act 2010, when making decisions, Essex County Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - gender
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. The EqIA will be published [online](#):

8. All **Cabinet Member Actions, Chief Officer Actions, Key Decisions** and **Cabinet Reports** **must be** accompanied by an EqlA.
9. For further information, refer to the EqlA guidance for staff.
10. For advice, contact:
 Shammi Jalota shammi.jalota@essex.gov.uk
 Head of Equality and Diversity
 Corporate Law & Assurance
 Tel 0330 134592 or 07740 901114

Section 1: Identifying details
Your function, service area and team: HR Strategy
If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team:
Title of policy or decision: Phase one - Organisational Design
Officer completing the EqlA: Karen Earl Tel: 03330 130103 Email: Karen.earl@essex.gov.uk
Date of completing the assessment: 16/09/16

Section 2: Policy to be analysed	
2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>Change to ECCs organisational structure, starting with the Chief Executives direct reports and their direct reports (commonly known as layers 1 and 2). This will include rearranging job families and associated responsibilities as well as the creation of new posts. These changes will align with the Essex 2021 principles and our core purpose as outlined in the 100 day report.</p> <p>The way that this change is undertaken will also be different. Changes will take place to the design of job profiles as well as the implementation of consultation and selection.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>Within the context of the 100 day report, the OD programme will contribute to modernising the way that we do business and improve outcomes for Essex service users. This will likely result in changes to the services we deliver and the partners we work with. It will also involve changes to internal systems and processes in order to facilitate changes to service delivery.</p> <p>Ultimately, our aim is to enable service users to receive improved services while working towards making ECC a self-funded organisation by 2020.</p> <p>The way in which we make these changes needs to demonstrate a marked difference in how ECC has operated previously; there is also a need to implement the new structure in a timely manner.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p>

	<p>Restructuring the top layers of ECCs organisational structure will include a change in focus from a commissioning organisation to a learning organisation with a product based structure and one that embraces the Essex 2021 principles – System Leading, Enabler, Digital Leader, Collaboration and Self Sustaining. This will lay the foundation for the rest of the organisation to be realigned to our core purpose.</p> <p>The changes to implementing the change will allow for ECC to be fit for future challenges, select the correct people in a timely way and start the cultural change needed to be a success when we are self-funded and a product based organisation</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? <p>Although ultimately this change will impact on all employees, service users and partners, the nature of the full change is yet to be identified. In the immediate there will be direct impact on a ring fenced group of employees whose current roles are affected by the change. In practice this will be the majority of existing tiers 2 and 3 as well as those at tier 4 if the role they occupy is in scope.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, early indication is that all ECC employees are likely to be impacted by the OD work. It's likely that a number of our partners and service users will also be impacted however the details of the change below layers 1 and 2 are yet to be identified. The purpose of restructuring the top 2 layers of ECC is to establish a foundation from which change can be made and our future goals realised.</p> <p>Once the redesign is implemented, further changes will be made to lower layers in terms of organisational structure, job design and service delivery. As individual work streams are identified, further EqIA's will be required for each of them which will provide more information regarding potential impacts on specific characteristics.</p> <p>The changes to the three areas this impact assessment focuses on are as follows:</p> <p>Role profiles: To change the way we record our expectations of employees. Role profiles will become job summaries. There is an increasing need for us to be adaptive, and a detailed role profile containing extensive job accountabilities, knowledge requirements and behaviours quickly becomes out of date. Job summaries will be more concise and contain organisational and functional/service specific accountabilities. The detail on objectives will be contained in Supporting Success; as year on year role priorities and the environment we operate in evolves.</p> <p>Consultation: The information shared during the consultation stage will be provided in 2 stages and not all at once as previously. Firstly the rationale for change and a high level proposal for the future structure will be released. After three / four weeks further details such as the job summaries, proposed slotting and ring fencing arrangements and selection process.</p> <p>Selection: To alter the officer interview and member interview process as follows:</p> <p>Layer one: Recruitment decision made by the Committee, advised to by the Chief Executive, and HR & OD Director. In addition to this, relevant Partners may be invited to attend interviews as when appropriate.</p> <p>Layer two: Recruitment decision made by the sub-committee and advised to by the Chief Executive, Executive Director, and HR & OD Director. In addition to this, relevant Partners may be invited to attend interviews as when appropriate.</p>

	<p>For the layer 2 posts to continue to be subject to appointment by the Chief Executive, or his nominee to make appointments without Members being on the interview panel.</p> <p>That the Chief Executive shall obtain alternative advice if a candidate for appointment to a post would otherwise be an advisor to the panel.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>Role profiles – ECC will work with Hay on profile evaluation</p> <p>Consultation – larger time impact on those leading consultation</p> <p>Selection - Less officers on the selection panel</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>As stated above, the changes are aligned to the key principles set out within the Chief Executives 100 day report</p> <p>These changes impact on the implementation ECCs Organisational Change policy, they meet the expectations of the policy but it should be acknowledged that the practical processes will run in a different way to before. The changes have been made to ensure that there is organisational understanding of the rationale for change. They assist in providing clear message about how ECC needs to operate to be fit for future challenges. The change to the selection approach meets our requirement to implement the changes in a timely manner.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>The group identified consists of 37 employees. ECC holds some equality and diversity data on employees which is collected at the start of employment and held on the employee's electronic record. Employees are able to view and update this electronically should their circumstances change, except for disability where a separate process currently applies. The current data is as follows:</p> <p>Age – We hold the data for 100% of the group. None of the group are under 25 or over 65. 5% are 25-34, 54% are 35-49 and 41% are 50-64. As a comparator, the economically active population for the Essex county administrative area analysed by age is 33.7% aged 50 plus. (please note that this ONS December 2015 data relates to all types of work; data was not available for senior management only.)</p> <p>Disability – Although ECC does not hold a breakdown on the type of disability, we are aware that one employee (3%) considers they have a disability, three (9%) have stated that they prefer not to answer that question and one person (3%) has no response recorded. As the records completed equate to 97% this is considered an accurate representation of the affected group. In comparison, the Essex economically active disabled population (Dec 2015 ONS) was 13%.</p> <p>Gender – We hold the data for 100% of the group. The group is fairly evenly split with 54% showing as female and 46% male. This means there are 3 more females than males in the group. The Essex economically active population across all sectors by gender was: Female 46% Male 53.8%</p> <p>Gender reassignment – there is no data held on this characteristic.</p> <p>Marriage / Civil Partnership - there is no data held on this characteristic.</p> <p>Pregnancy – There are no individuals recorded as being on maternity leave.</p> <p>Race – We hold the data for 100% of the group. 34 people (92%) in the group are white British. Two people (6%) are BME and one (3%) has ticked 'prefer not to say'. All of the group have answered this question on their employee records. The Essex economically active BME population of Essex was 12.2%.</p> <p>Religion / Belief – 73% of the group have provided this information which equates to 27 out of 37. Although 10 people (27%) have no record, 15 (41%) have recorded Christian, a further 10 (27%) have indicated they have no religion and two (5%) fall into the category 'other faiths'.</p> <p>Sexual orientation - 76% of the group have provided this information which equates to 28 out of 37. Although nine people (24%) have no record, 26 (70%) have recorded heterosexual, one (3%) have recorded gay/lesbian/bisexual/other and one (3%) ticked the 'prefer not to say' box.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Early engagement has taken place with the extended leadership team from early September. Options for the future structure have been shared and CMB have had opportunity to provide initial comment on them to inform the final structure that will be put to formal consultation.</p> <p>Early engagement has also take place with Unions and the changes to our approach have been positively received.</p>

¹ Data sources within EEC. Refer to Essex Insight:
<http://www.essexinsight.org.uk/mainmenu.aspx?cookieCheck=true>
with links to JSNA and 2011 Census.

The changes that this EqIA focuses on will be open to comment and feedback as part of the formal consultation process starting on 19th September 2016.

The table below sets out the timescales for this consultation process.

Activity	Date
Start of consultation briefing	19 September
Communications to all employees	22 September
Wider leadership group event (current tier 4 and above)	27 September
Deadline for suggestions on the proposed new structure (please send these to consultation@essex.gov.uk)	12 October
Mid consultation briefing where we will share the latest position on the structure, slotting proposals, job summaries, and selection	19 October
Wider leadership group event	19 October
Close of consultation briefing and final position confirmed on the structure, slotting and ring fencing	4 November
Deadline for expressions of interest in roles	14 November
Interview period	17 November to 14 December
All appointments confirmed	By w/c 12 December
New leadership team event	19 December
Wider leadership group event (current tier 4 and above)	20 December

3.3

If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary. Please include any reasonable adjustments, e.g. accessible formats, you will provide as part of the consultation process for disabled people:

In addition to the above, formal consultation with affected employees and Unions will take place in September. Consultation will last for 45 days and during this time there will be opportunities for employees to understand the proposals and to provide feedback in a number of ways. These include:

- Group consultation meetings
- 121 meetings with management
- 121 meetings with HR where required
- Electronic and hard copy consultation packs
- Dedicated shared area including dedicated email address for the restructure communications.

Individuals who wish to have the support of their union will be able to invite them to attend any meetings.

The consultation process will be accessible and the OD team will ensure that any known reasonable adjustments will be made to ensure the consultation process is inclusive.

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral – there will be no requirement for applicants to have achieved a particular length of service to be able to apply for the roles available. Age is not a criteria used in selection. Possibility of unconscious bias.	
Disability – learning disability/difficulty	Adverse – potential for individuals with a learning disability to be at a disadvantage during the consultation and selection process unless reasonable adjustments are made to accommodate specific needs. Also possibility of an undeclared impairment that may have an adverse impact but is not known to HR. Possibility of unconscious bias.	M
Disability – mental health	Adverse – potential for individuals with mental health issues to be at a disadvantage during the consultation and selection process unless reasonable adjustments are not made to accommodate specific needs. Also possibility of an undeclared impairment that may have an adverse impact but is not known to HR. Possibility of unconscious bias.	M
Disability – physical disability	Adverse – potential for individuals with a physical disability to be at a disadvantage during the consultation and selection process unless reasonable adjustments are not made to accommodate specific needs. Also possibility of an undeclared impairment that may have an adverse impact but is not known to HR. Possibility of unconscious bias.	M
Disability – sensory impairment (visual, hearing and deafblind)	Adverse – potential for individuals with a sensory impairment to be at a disadvantage during the consultation and selection process unless reasonable adjustments are not made to accommodate specific needs. Also possibility of an undeclared impairment that may have an adverse impact but is not known to HR. Possibility of unconscious bias.	M
Disability - other	Adverse – potential for individuals with other impairments (eg cancer, fluctuation conditions) to be at a disadvantage during the consultation and selection process unless reasonable adjustments are not made to accommodate specific needs. Also possibility of an undeclared impairment that may have an adverse impact but is not known to HR. Possibility of unconscious bias.	M
Gender	Neutral – population is evenly split between	

	genders and none of the roles available a gender specific. None of the population are part time workers, however its known that women are more likely than men to make part time working requests and job share / part time working will be considered for all positions.	
Gender reassignment	Neutral – no adequate data is available	
Marriage/civil partnership	Neutral – no adequate data is available	
Pregnancy/maternity	Positive - the application of Regulation 10 of the Employment Relations act 1999 entitles those on maternity leave to be offered suitable alternative employment should the post they are operating in become redundant without the need to undertake a selection process	L
Race	Neutral – there will be no requirement for applicants to have a particular racial background for the roles available (?). In terms of communication methods, this group of employees operate without the need for adjusted communications however consultation and selection will be undertaken in a variety of ways to ensure full communication and an impartial selection process Possibility of unconscious bias.	
Religion/belief	Neutral – there will be no requirement for applicants to have a particular religious background for the roles available. Possibility of unconscious bias.	
Sexual orientation	Neutral – there will be no requirement for applicants to have a particular sexual orientation for the roles available. Possibility of unconscious bias.	
Cross-cutting themes		
Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Socio-economic	Neutral – at this stage direct impact is on employees only. As individual work streams are identified, further EqIA's will be required for each of them which will provide more information regarding potential impacts on specific characteristics	N/A
Environmental, eg housing, transport links/rural isolation	Neutral – at this stage direct impact is on employees only. As individual work streams are identified, further EqIA's will be required for each of them which will provide more information regarding potential impacts on specific characteristics	N/A

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input type="checkbox"/>	
		Yes <input checked="" type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
Applicants being at detriment during selection stage if reasonable adjustments are not made to accommodate specific needs	<ul style="list-style-type: none"> - applicants invited to request adjustments as part of the selection / expression of interest process 	
Applicants being at detriment during consultation if suitable communication methods are not identified for all groups	<ul style="list-style-type: none"> - Written communication to meet accessibility standards before issuing - Various communication approaches available including written, face to face, telephone and share point communication 	
Selection taking place based on preconceived ideas of an individual's background	<ul style="list-style-type: none"> - Interview panels will mean there is not a single decision maker for appointments. - Selection process to include interview, online testing, and written submissions. - Scoring criteria and selection decision based on best fit for the organisation and will not include any elements that are not requirements for the role - Previous recruitment training and equality awareness undertaken by members / at least one member of the panel to help counteract any unconscious bias 	

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service:

Date:

Signature of person completing the EqIA:

Date:

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.