

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 EqIA.
9. For further information, refer to the EqIA 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 Organisational Design

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

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Date of completing the assessment: 13th September 2016

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>A new organisational design has been proposed in order to reflect the challenges ECC faces. Based on a best practice methodology prescribed by Ashridge, a redesign has been undertaken using a team of officers from across the organisation.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>The aim of the redesign is to:</p> <ul style="list-style-type: none">• Enable the realisation of the outcomes of the 100 days report• Enable the Council to move forward towards the Essex 2021 ambitions• Contribute to modernising the way that we do business, and improve outcomes for Essex service users• Facilitate increased working with suitable partners <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <ul style="list-style-type: none">• Organisational change in focus from a commissioning organisation in to a learning organisation• Implementation of layers one and two (Executive Directors & Directors) that will inform the design for the rest of the organisation• A fit for purpose organisation• Realisation of Essex 2021 principles – system leading, enabler, digital leader, collaborative and Self Sustaining
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

	<p>of known inequalities?</p> <p>The redesign will have an impact on all employees at ECC, excluding teaching staff. However, at this stage the impact will focus only on layers 1 and 2, this is CMB and their direct reports. Following appointment to the positions at Layer 1 and 2, these individuals will be directly involved in the design and delivery the phase 2 of restructure which will affect all positions below layer 2, the rest of the organisation. Can we say something about the timetable for layers 1 and 2 here please.</p> <p>The redesign may have an impact on how Functions will work together to deliver services to customers. Part of the OD programme of work includes a cultural change work stream, which will concentrate on how the functions work together across the business. For example, there will be a disaggregation of some services into the various functions. This will build the cultural links and increase the use of matrix management.....</p> <p>Will the policy or decision influence how organisations operate?</p> <p>It is likely that the majority of employees will be impacted in some way by the OD work, excluding teaching staff. 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>At this stage, ECC will continue to deliver the same level of service to residents across Essex. However, the way we are currently configured internally in order to deliver services will change. The focus on changing the way the organisation operates together is key. Partnership working and the use of other channels of delivery (e.g. digital) will see a change in the way services are delivered. This is a long term ambition.</p> <p>The organisation is also going to be more commercially focussed, and this may also realise a change in the way services are delivered. Although these will not be delivered through this particular project but will enable these kinds of changes to happen in the future through the appropriate processes.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>The design is aiming to reduce the cost of the new structure by approx. £5m. Some of this saving will be realised from FTE reduction and realignment.</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 policy is aligned to the key principles set out within the Chief Executive's 100 day report.</p> <p>The OD team will ensure that it pays due regard to the needs of those protected under the Equality Act 2010. For the purpose of this piece of work, this will mean that effective and meaningful engagement with those employees likely to be affected by decisions to change the structure of the organisation. This means both</p>

	<p>collectively and on an individual basis where deemed necessary.</p> <p>All decisions will be made in accordance with the Department's Diversity and Equality Policy and meetings will held by HR with all line managers involved in the process to ensure this is consistently and fairly applied. The unions have been involved in the process from the start. They have been consulted on the process we have followed, and will remain part of the consultation process from 19th September onwards. Please see table below in section 3.1.</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.</p>
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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. The current data is as follows:</p> <p>Age – We hold the data for 100% of the group. None of the group is 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. One person (3%) is Asian, one (3%) has ticked the category 'white-other' 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>
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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.



	<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. This began at the start of the design phase with a meeting with CMB and the Senior Leadership Team. All feedback received from this group has been considered in line with the Design and responses are being given to all suggestions and some changes have been made to the option being taken into consultation as a result of this feedback. 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>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. Please see the table of dates detailed below:</p>



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	<p>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:</p> <p>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:</p> <ul style="list-style-type: none"> 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. <p>Individuals who wish to have the support of their Union will be able to invite them to attend any meetings.</p> <p>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.</p>
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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.	L
Disability – learning disability	Neutral – as per the Equality 2010 Act individuals will be selected on their knowledge and experience, disability – learning disability will have no bearing on their ability to carry out this role and this will have no bearing on selection.	L
Disability – mental health	Neutral – as per the Equality 2010 Act individuals will be selected on their knowledge and experience, disability – mental health will have no bearing on their ability to carry out this role and this will have no bearing on selection. What about reasonable adjustments here ?	L
Disability – physical disability	Neutral – as per the Equality 2010 Act individuals will be selected on their knowledge and experience, disability – physical disability will have no bearing on their ability to carry out this role and this will have no bearing on selection. Reasonable adjustments will be investigated to ensure that any change in work location is assessed against their needs. Ude this sentence for above	L
Disability – sensory impairment (visual, hearing and deafblind)	Neutral – as per the Equality 2010 act individuals will be selected on their knowledge and experience, disability – sensory impairment will have no bearing on their ability to carry out this role and this will have no bearing on selection. As above	
Gender	Neutral – population is evenly split between genders and none of the roles available a gender specific.	
Gender reassignment	Neutral – as per the Equality 2010 act individuals will be selected on their knowledge and experience, gender reassignment will have no bearing on their ability to carry out this role and this will have no bearing on selection.	
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	
Religion/belief	Neutral – there will be no requirement for applicants to have a particular religious background for the roles available.	
Sexual orientation	Neutral – there will be no requirement for applicants to have a particular sexual orientation for the roles available.	
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 EqlA 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 checked="" type="checkbox"/>	
		Yes <input 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.



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 EqlA:

Date:

Advice

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

