

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 Strategy

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team:

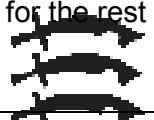
Title of policy or decision: Phase one - Organisational Design

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

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| 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, achieving savings 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 EqlA'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

What does the information tell you about those groups identified?

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:

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.)

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%.

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%

Gender reassignment – there is no data held on this characteristic.

Marriage / Civil Partnership - there is no data held on this characteristic.

Pregnancy – There are no individuals recorded as being on maternity leave.

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%.

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'.

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

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.



	'prefer not to say' box.
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3.2

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?

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.

Early engagement has also take place with Unions and the changes to our approach have been positively received.

The changes that this EqlA 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	<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>	



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 EqlA'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 EqlA'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 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 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.

