

Equality Impact and Needs Assessment Form



A) Description

Name of service, function, policy (or other) being assessed

Devon County Council Restructure (Heads of Service level)

Directorate or organisation responsible (and service, if it is a policy)

Corporate Services (HR)

Date of assessment (DD/MM/YY)

2 May 2011

Date next assessment due (3 years)

2014 or if external recruitment occurs

Names and/or job titles of people carrying out the assessment

Sue Mayes, HR Manager – Strategic Services
Sally-Ann Turner, Programme Manager (Structure Project)

Name and Signature of Accountable person (e.g. Head of Service)

Phil Norrey, Chief Executive

Date EINA Form approved by accountable person (e.g. Head of Service)

..... (Phil Norrey, Chief Executive) (Date)

1. What are the aims or main purpose of the service, function or policy? What does it provide and how does it provide it?

In order to respond to the twin challenges of the toughest financial settlement for more than a generation and the radical public service reform programme of the Coalition Government, changes need to be made to the organisational structure and working practices of Devon County Council.

The aims of the restructure are to become a more flexible organisation, to reduce cost, duplication and complexity, and become sharply focused on the needs of the residents of the county. There will also be less of an emphasis on 'top down' management and more of an approach based on front line accountability and responsiveness to local need.

The structure changes include:

- the top tier of management, replacing the four Executive Director posts on the Corporate Leadership Team (CLT) with two Strategic Directors. The new Corporate Leadership Team will be responsible for the strategic direction and reform of the organisation, ensuring a more integrated approach across and

between service areas, for the quality assurance and performance management of our functions, and for improving engagement with our communities.

- The second tier of management: the Chief Executive and the Strategic Directors for People and Place will have 13 Heads of Service reporting to them in total. The Heads of Service will be directly accountable to both the Strategic Directors and the County Council for the management of their service areas.
- support structures: will be common for the whole organisation rather than a directorate based approach.

2. Location or any other relevant information (such as profile of the area)

N/A

3. List any key policies or procedures to be reviewed as part of this assessment.

Chief Officer Employment Procedure Rules
Corporate Redundancy Policy

4. Who is intended to benefit from the service, function or policy?

Members
Managers
Staff
Communities and Individuals of Devon

5. Who are the stakeholders? What is their interest?

Members
Directors and managers
Staff

6. Are there any concerns at this stage which indicate the possibility of inequalities/negative impacts? For example: complaints, comments, research, outcomes of a scrutiny review. Please describe:

N/A – Process approved by Appointments Committee on 9 and 21 March 2011.

B) Relevance – Note: if not relevant, do not complete this form

| Select all that apply: | | | Scale of relevance | |
|-------------------------------|---|-----|--------------------|----------------------|
| 7. | Service or function that people use. | Yes | Low | |
| 8. | Discretion is exercised, or potential for people to experience different outcomes or level of satisfaction. | Yes | Medium | Section C applies |
| 9. | Employment policy – where discretion is not exercised. | Yes | Medium | |
| 10. | Employment policy – where discretion is exercised (e.g. recruitment or disciplinary process). | Yes | High | Sections C & E apply |

| | | | | |
|-----|--|-----|------|--|
| 11. | Concerns at a local, regional or national level of discrimination/inequalities. | Yes | High | |
| 12. | Major change such as the closure, removal or transfer of a service/provision. | Yes | High | |
| 13. | Community and regeneration strategies, local area agreements and organisational or directorate/partnership strategies/plans. | Yes | High | |

Other:

State why it is relevant:

How relevant (high, medium or low?):

Initial Screening:

Mark an 'X' in the box to confirm which strands are relevant to the review. Ensure they are assessed against in Section D.

If not relevant, please explain why not (refer to pages 25-30 of the Toolkit for guidance). Do not say "everyone is treated equally/fairly" or similar.

| | | |
|------------------------|-------------------------------------|--|
| Age | <input checked="" type="checkbox"/> | |
| Disability | <input checked="" type="checkbox"/> | |
| Gender (men and women) | <input checked="" type="checkbox"/> | |
| Race/ethnicity | <input checked="" type="checkbox"/> | |
| Religion/belief | <input checked="" type="checkbox"/> | |
| Sexual orientation | <input checked="" type="checkbox"/> | |
| Trans-gender | <input checked="" type="checkbox"/> | |
| Other (state below) | | |

Any other (such as Human Rights, people on low incomes and specific sub-strands requiring particular focus such as Travellers and Gypsies, Deaf people):

C) Information

14. What information (monitoring or consultation data) have you got and what is it telling you? *Required where relevance is Medium or High.*

Feedback from candidates and from the Trade Union representatives was gathered during the consultation period. This was then summarised in one document, which was sent to all the candidates.

D) Assessment

15. Describe any NEGATIVE impacts (actual or potential):

| Strand/community | Impact (<i>how they may be affected</i>). Include assessment of risk (likelihood and severity). |
|------------------|---|
| Age | <p>A candidate may not have taken part in a selection procedure for several years.</p> <p><u>Risk</u>: Medium.</p> <p><u>Action</u>: Detailed communication about selection process allowed for sufficient preparation time. Also external outplacement support was available for candidates prior to the selection day. The application form was amended to remove dates to avoid potential age discrimination.</p> |
| Disability | <p>Recognition that selection processes could potentially place individuals with disabilities at a disadvantage.</p> <p><u>Risk</u>: Medium</p> <p><u>Action</u>: Offered candidates the opportunity to notify panel of any reasonable adjustments.</p> <p>Recognition that restructuring may raise anxiety levels of candidates, particularly due to their status in the organisation and the internal and external interest in the outcome.</p> <p><u>Risk</u>: High</p> <p><u>Action</u>: External outplacement support, including financial advice, has been made available to the candidates both before and after the selection process. Support through Wellbeing@Work was also offered.</p> |
| Gender | <p><u>Risk</u>: Medium.</p> <p><u>Action</u>: Used independent 3rd party organisation (Hay Group) to assist in the development of job descriptions and role profiles to minimise any potential discrimination. HR Manager – Strategic Services has acted as Adviser to Appointments Committee and will attend selection interviews to ensure that prejudice or assumptions do not influence the selection decisions. Legal advice was sought to ensure fair treatment of those on maternity leave.</p> |

| | |
|--------------------|--|
| Race/ethnicity | <p>This will be kept under review, particularly if external recruitment occurs.</p> <p><u>Risk:</u> Currently low.</p> <p><u>Action:</u> HR Manager – Strategic Services has acted as Adviser to Appointments Committee and will attend selection interviews to ensure that prejudice or assumptions do not influence the selection decisions.</p> |
| Religion/belief | <p>Lack of awareness of faith issues may be interpreted as discrimination/less favourable treatment.</p> <p><u>Risk:</u> Low</p> <p><u>Action:</u> HR Manager has acted as Adviser to Appointments Committee and will attend selection interviews to ensure that prejudice or assumptions do not influence the selection decisions.</p> |
| Sexual orientation | <p>Lack of awareness of issues relating to sexual orientation may be interpreted as discrimination/less favourable treatment.</p> <p><u>Risk:</u> Low</p> <p><u>Action:</u> HR Manager has acted as Adviser to Appointments Committee and will attend selection interviews to ensure that prejudice or assumptions do not influence the selection decisions.</p> |
| Trans-gender | <p>Lack of awareness of trans-gender issues may be interpreted as discrimination/less favourable treatment.</p> <p><u>Risk:</u> Low</p> <p><u>Action:</u> HR Manager has acted as Adviser to Appointments Committee and will attend selection interviews to ensure that prejudice or assumptions do not influence the selection decisions.</p> |

16. Describe any POSITIVE impacts:

| Strand/community | Impact (how they may be affected) |
|------------------|-----------------------------------|
| | |
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| | |

17. Provide any information about NEUTRAL impacts that have been identified (there is neither a positive or negative impact):

| Strand/community | Why there is 'no differential impact' |
|------------------|---------------------------------------|
| | |
| | |
| | |

E) Consultation

18 Did you carry out any consultations? *Required where relevance is High.*

YES

19 Who was consulted? Include your findings in 15, 16 and 17 above.

The informal communication process began on 20 January 2011 at CLT+.

Formal individual consultation with individuals in the Heads of Service ring-fence began on 1 April 2011 and will continue to 30 April 2011. Individuals affected by the restructure, provided input into the design of the job descriptions by submitting suggestions and comments to a mailbox specifically for this purpose. A summary of responses during the consultation process was sent to individuals on 6 May.

A letter was sent to the Regional Officers of UNISON, GMB and UNITE and to the Joint Secretaries of UNISON and GMB on 1 April 2011 detailing the proposed changes and the restructure process. This was followed by an email to the Regional Officers and Joint Secretaries with a copy of the HR Principles document and FAQs at the end of April 2011.

20 Describe other research, studies or information used to assist with the assessment and include your findings above:

| |
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|--|

F) Conclusions

| | Action/objective/target OR Justification | Resources required | Timescale | I/R/S/O |
|----|---|--|------------------|----------------|
| a) | Open communication has occurred with all the candidates. The candidates have had the opportunity to submit suggested changes to the job descriptions and they have been consulted at every step of the process. | N/A | Ongoing | I |
| b) | External advice has been sought from Hay Group to provide objectivity and to maximise fairness. Hay Group has been involved in the job design. Behavioural Event Interviews have been carried out by external trained assessors as part of the selection process. An external | Hay Group – External advice and external assessors | Completed | I |

| | | | | |
|----|--|-----------------|--------------------|---|
| | assessor will be providing feedback to the Appointments Committee. | | | |
| c) | In the event of external recruitment, the HR Manager, Strategic Services will advise the Appointment Committee on all aspects of equality. | Management time | June - August 2011 | R |

(I) Taking immediate effect.

(R) Recommended to Council/Directors through a Committee or other Report*.

(S) Added to the Service Plan.

(O) Added to the Fair for All Programme (as an organisational improvement)**