

Employment Options Programme Full Equality Impact Assessment (EQIA)

Section 1: General Information

1a) Area of reorganisation

Employment Options Programme which aims to inform Council wide workforce savings through voluntary redundancy, early retirement, flexible working and flexible retirement to minimise the risk of compulsory redundancies and inform workforce planning.

1b) Service area

All Services

1c) Service Head

Simon Kilbey, lead Service Head.

1d) Name and role of the officer/s completing the EQIA

Mark Keeble, Senior HR&WD Business Partner, Project Lead

Section 2: Information about changes

2a) In brief please explain the reorganisation and the reasons for this change

On 23rd July 2014, the Council's Cabinet were informed that during the three financial years from 2011/12 to 2013/14 the Council has successfully delivered savings in the region of £25m each year to ensure it has a balanced budget. At a national level, the Government's deficit reduction policies (austerity) are set to continue for the foreseeable future. The Council's estimated savings requirement in 2015/16 and beyond, even after planned use of general reserves, is expected to be £28m for 2015/16 with further significant savings required thereafter.

Following a period for employees to submit expressions of interest, Directorate's reviewed the requests which were then subject to scrutiny and challenge by People Board who decided whether the outcome would be either:

1. In scope of Service Challenge – the process through which senior managers have put developed and forward savings options as part of the Medium Term Financial Plan;
2. Additional Restructure – situations where an opportunity to review the structure of a team was identified when considering an employee's request;
3. Progress outside Restructure – the employee's request can be accepted without the need for wider changes to a team's structure or the duties or workloads of other team members;
4. Suitable for Bumped Redundancy – situations where the needs of the service do not allow a post to be deleted but the nature of the post in terms of skills and experience required indicate it could be suitable as a redeployment opportunity for an employee at risk of compulsory redundancy with a reasonable period of time and funding provided for additional training;
5. Future request – the employee's request is for one of the two years after 1 April 2015 and is not in scope of a Service Challenge savings option; or,
6. Cannot be Progressed – the employee's post cannot be deleted without an adverse impact on service deliver or would not deliver a saving to the General Fund. The skills and experience required to carry out the duties of the post are specialist in nature and/or require specific qualifications that are not available elsewhere in the Council's workforce so are not suitable for bumped redundancy.

Comprehensive guidance was produced to support the decision making process. This set out the service focused criteria against which requests were considered. The guidance was produced following discussions will all Directorate Management Teams and was finalised following a period of consultation with Trade Unions. A total of 811 requests were received.

2b) What are the equality implications of your proposal?

Employees aged 55 and over are more likely to request voluntary redundancy in order to access their pension benefits under early retirement provisions of the LGPS. The impact this could have on the workforce is considered in Section 3 below. However, because of the high number of staff aged 55 and over expressing an interest, those employees who applied are more likely to be White, Christian or Disabled because of the increased representation of these groups above this age. It should be emphasised that this is a voluntary process for staff to express an interest.

An initial equalities assessment was undertaken at the start of the Programme which included an analysis of the Council's workforce against which decisions and future changes could be benchmarked. This EQIA is the second for the programme, which analyses requests from staff and the impact of People Board decisions on the workforce. EQIAs will also be undertaken for every restructure as part of the formal consultation process with employees and trade unions, including analysis of the job matching lists.

A further EQIA will be undertaken to assess the composition of the workforce once the outcome of the consultation processes have been implemented.

For comparison, between 2010 and 2012 when 329 staff left due to redundancy during the LEAN programme, 39% were aged 55 or over compared to 24% of the workforce overall being in this age group. 7.3% had declared a disability compared to 5.4% of the workforce – the information in section 3 below shows a direct correlation between age and disability.

Recommendation

2c) What is the cumulative equality impact of your proposal?

The cumulative impact of decisions to date on Workforce to Reflect the Community Indicators is below. These figures are indicative at this time as they assume all staff who have an outcome of: 1. In scope of a service challenge restructure; 2. Additional Restructure; or, 3. Progress outside of a formal restructure leave the Council. In reality this is unlikely as not every post in scope of Service Challenge/or Additional Restructure will be deleted and only approximately 80% of staff who will go through an Additional Restructure are expected to have VR/ER agreed.

Table 1: Current Workforce to Reflect the Community Performance Indicators and Predicted Impact of Employment Options Programme

Workforce to Reflect the Community Performance Indicator*	Current Performance %	Predicted Impact of Decisions %	Target %
% of senior managers grade LPO7 and above that are BME	25.4	27.4	30.0
% of senior managers grade LPO7 and above that are Disabled	5.6	6.4	6.2
% of senior managers grade LPO7 and above that are Female	49.5	50.5	50.0
% of all employees that are Bangladeshi	23.3	24.5	27.0
% of all employees that are BME	54.8	56.2	49.0
% of all employees that are Disabled*	5.4	5.1	5.5

**Notes - the Council's workforce diversity indicators are calculated based on guidance published by the Audit Commission for Best Value Performance Indicators. Therefore, employees with multiple posts (jobs) are only counted once and excludes some temporary employees e.g. those with short contracts. Other figures quoting the size of the workforce in other documents will be higher as they are based on the number of posts. The data used to analyse the equalities impact of Employment Options in Section 3 provides a breakdown of all employees equalities monitoring responses. For disability this includes those employees who have failed to respond to the question on whether they are disabled.*

The above shows the overall impact on workforce to reflect the community indicators would be positive in 5 out of 6 areas. The reduction in the % of the workforce that is disabled is a result of 23 employees who declared a disability that could leave the Council. The reasons for this and the impact on other aspects of the council's workforce are explored in Section 3 below.

Analysis in Section 3 below has identified a potential adverse impact in terms of gender for which mitigating actions are being put in place to address any issues identified with specific Service Challenge options. It is hoped that the Council will be able to retain all staff that want to remain through a combination of redeployment, bumped redundancy and retraining. Staff that wish to move on will be offered support to help find alternative employment for which the Council will identify and work with partner organisations that can offer assistance.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

<p>Race</p> <p><i>Identify the effect of the policy on different racial groups.</i></p>	<p>Will the change in your policy/service have an adverse impact on specific ethnic groups? None identified at this stage that cannot be justified/explained.</p>									
	<p>The profile of the Council's workforce at the start of the Programme is as detailed in Table 2 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).</p>									
	<p>Table 2: Ethnicity Profile of the Council's Workforce and Employment Options Requests (all figures %):</p>									
		Asian %	Bangladeshi %	Black %	Declined to state %	Missing %	Mixed %	Other %	Somali %	White %
	Workforce (March 2014)	6	22.7	18.7	0.7	4.6	2.3	1.1	1.1	42.8
Employment Options Requests	4.3	8.4	22.2	0.4	1.9	1.9	0.4	0.8	59.7	
Difference	-1.7	-14.3	3.5	-0.3	-2.7	-0.4	-0.7	-0.3	16.9	
<p>The age profile of staff impacts significantly on the ethnicity profile at age 55 and above and this is the age at which pension benefits are released in the event of an employee being made redundant (whether voluntary or compulsory) and has resulted in 57.6% of Employment Options Requests coming from employees aged 55 and over compared to 17.6% in the workforce.</p> <p>Under age 55, 26% of staff are Bangladeshi compared to 6% over age 55. The figures for Asian staff (excluding Bangladeshi) are 7.3% and 4.9% respectively whilst White staff make up 38% of the workforce under age 55 compared to 63% over age 55. There is no difference in the % of the workforce that is Black over or under 55. Initial analysis has not identified any explanation for the higher proportion of Black staff submitting requests although this EQIA will be discussed with Trade Unions and Staff Equality Forums.</p> <p>The profile of the employees within each outcome is detailed in Table 3 below (% of the number of employees that received</p>										

each outcome).

Table 3: Ethnicity Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Asian %	Bangladeshi %	Black %	Declined to State %	Missing %	Mixed %	Other %	Somali %	White %
1. In scope of Service Challenge (154 employees)	4.08	7.14	25.51	1.02	3.06	3.06	0.00	1.02	55.10
2. Additional Restructure (120 employees)	6.00	6.00	11.00	1.00	4.00	1.00	1.00	0.00	70.00
3. Progress outside Restructure (43 employees)	6.82	11.36	22.73	0.00	0.00	0.00	0.00	0.00	59.09
4. Suitable for Bumped Redundancy (178 employees)	3.66	6.81	19.37	0.00	1.57	2.09	0.00	1.05	65.45
5. Future request (183 employees)	3.10	12.83	30.97	0.00	1.77	2.21	0.44	0.88	47.79
6. Cannot be Progressed (133 employees)	6.58	9.87	17.11	0.66	2.63	0.66	1.32	0.66	60.53

The representation of each ethnicity within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. None of the workforce indicators that monitor ethnicity are expected to be negatively impacted by the decisions (see section 2c above).

Disability

Identify the effect of the policy on different disability

Will the change in your policy/service have an adverse impact on disabled people? **None identified at this stage that cannot be justified/explained.**

The profile of the Council's workforce at the start of the Programme is as detailed in Table 4 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

groups

Table 4: Disability Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Yes %	No %	No Data %	Declined to State %
Workforce	4.3	75.9	10.5	9.3
Employment Options Requests	6	77.2	4.6	12.6
Difference	1.7	1.3	-6.9	3.3

There is proportion of disabled employees submitting a request is higher than their representation in the workforce as a whole. The figure of 4.3% is different to that reported in section 2c above. This is because the performance indicator excludes staff who have provided no data on whether they are disabled. The reason for the higher representation amongst requests is due to the 5.9% of employees in the workforce aged 55 and over who are disabled compared to 3.9% below this age.

The profile of the employees within each outcome is detailed in Table 5 below (% of the number of employees that received each outcome).

The representation of disabled staff within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. The adverse impact on the workforce indicator for the % of the Council's workforce that is disabled is explained due to the age profile of employees submitting requests and the increased incidence of disability as employees get older. However, there is a positive impact on the % of senior managers that are disabled (see section 2c above). There are still 9% of the Council's workforce that have not responded to the disability question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit. An additional questionnaire will be introduced to check the reasons why disabled staff wish to leave the organisation to ensure that work related issues are not the main driver.

Table 5: Disability Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Yes %	No %	No Data %	Declined to State %
1. In scope of Service Challenge (154 employees)	8.16	75.51	1.02	15.31
2. Additional Restructure (120 employees)	6.00	79.00	6.00	9.00
3. Progress outside Restructure (43 employees)	6.82	70.45	2.27	20.45
4. Suitable for Bumped Redundancy (178 employees)	7.33	76.96	3.66	12.04
5. Future request (183 employees)	4.42	76.99	3.10	15.49
6. Cannot be Progressed (133 employees)	6.58	78.95	1.97	12.50

Gender

Identify the effect of the policy on different gender groups (inc Trans) groups

Will the change in your policy/service have an adverse impact on men or women? **None identified at this stage that cannot be justified/explained.**

The profile of the Council's workforce at the start of the Programme is as detailed in Table 6 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

The gender profile of staff does not change significantly at age 55 and the requests received are not disproportionate.

Table 6: Gender Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Female %	Male %
Workforce	62.2	37.8
Employment Options Requests	63.7	36.3
Difference	1.5	-1.5

The profile of the employees within each outcome is detailed in Table 7 below (% of the number of employees that received each outcome).

Table 7: Gender Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	F %	M %
1. In scope of Service Challenge (154 employees)	74.49	25.51
2. Additional Restructure (120 employees)	65.00	35.00
3. Progress outside Restructure (43 employees)	61.36	38.64
4. Suitable for Bumped Redundancy (178 employees)	60.21	39.79
5. Future request (183 employees)	65.04	34.96
6. Cannot be Progressed (133 employees)	59.87	40.13

Although the representation of staff of each gender within each outcome can fluctuate and is broadly in line with the overall proportion of requests, 75% of requests from female employees who are in scope of a service challenge. This is due to the

two service challenge proposals that have the most staff in scope (Home Care and Day Nurseries) having high levels of female staff in the services (77% and 98% respectively).

There has been a meeting with Trade Unions to discuss the how the process of redeployment, bumped redundancy and retraining for staff at risk of redundancy in the Home Care can be managed proactively to avoid the need for compulsory redundancy. A similar approach will be undertaken for Day Nursery employees if there are insufficient volunteers for redundancy. It should be noted that at the time of writing there has been not Cabinet decision to progress with these Service Challenge savings options.

There is a positive impact on the % of women that are in senior manager grades at LPO7 and above (please refer to section 2c above).

Sexual Orientation

Identify the effect of the policy on members of the LGB community

Will the change in your policy/service have an adverse impact on lesbian, gay or bisexual people? **None identified at this stage that cannot be justified/explained.**

The profile of the Council’s workforce at the start of the Programme is as detailed in Table 8 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

Table 8: Sexual Orientation Profile of the Council’s Workforce and Employment Options Requests (all figures %):

	Bisexual %	Gay %	Heterosexual %	Lesbian %	Decline to State %	No Data %
Workforce	1.1	1.4	69.5	0.8	13.1	14.1
Employment Options Requests	0.3	1.7	64.1	0.8	18.1	15
Difference	-0.8	0.3	-5.4	0	5	0.9

The age profile of staff is not significantly different at age 55 when sexual orientation is considered. There are small reductions in the numbers of staff in each category over age 55. This is due to the impact of more staff aged 55 and over Declining to State (17%) or who provided No Data (14.7). The requests from each group are therefore in line with their overall representation in the workforce.

The profile of the employees within each outcome is detailed in Table 9 below (% of the number of employees that received each outcome).

Although the representation of staff of different sexual orientations within each outcome can fluctuate and is broadly in line with the overall proportion of requests, there are some higher %s for employees who are Bisexual or Lesbian being given an outcome of progressing outside a restructure. As only 43 employees have this outcome, 1 or 2 employees can have a significant impact on the % calculated. Given the relatively small numbers within these groups there is not believed to be a statistically significant variation. There are still 14% of the Council's workforce that have not responded to the sexual orientation question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit.

Table 9: Sexual Orientation Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Bisexual %	Gay %	Heterosexual %	Lesbian %	Decline to State	No Data %
1. In scope of Service Challenge (154 employees)	0.00	1.02	67.35	2.04	16.33	13.27
2. Additional Restructure (120 employees)	1.00	2.00	63.00	1.00	17.00	16.00
3. Progress outside Restructure (43 employees)	2.27	0.00	56.82	4.55	13.64	22.73
4. Suitable for Bumped Redundancy (178 employees)	0.00	1.57	61.78	0.52	17.28	18.32
5. Future request (183 employees)	0.00	2.21	61.50	0.44	22.12	13.72
6. Cannot be Progressed (133 employees)	0.66	1.97	71.71	0.00	16.45	9.21

Religion and Belief	Will the change in your policy/service have an adverse impact on people who practice a religion or belief? None identified at this stage that cannot be justified/explained.
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Identify the effect of the policy on different religious and faith groups

The profile of the Council's workforce at the start of the Programme is as detailed in Table 10 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

The age profile of staff varies significantly at age 55 for Christian and Muslim staff. Under age 55, 30% of staff are Christian compared to 44% over age 55. Muslim staff make up over 26% of the workforce under age 55 compared to 7% over age 55. This explains the higher proportion of Christians and the lower number of Muslim staff amongst Requests.

Table 10: Religion or Belief Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Buddhist %	Christian %	Hindu %	Jewish %	Muslim %	No Religion %	Other %	Sikh %	Decline to State %	No Data %
Workforce	0.7	32.9	1.5	0.6	22.9	14.2	4.4	0.6	8.3	13.9
Employment Options Requests	0.7	44.3	1	0.5	8.9	13.3	5.4	0.7	10.3	15
Difference	0	11.4	-0.5	-0.1	-14	-0.9	1	0.1	2	1.1

The profile of the employees within each outcome is detailed in Table 11 below (% of the number of employees that received each outcome).

Table 11: Religion or Belief Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Buddhist %	Christian %	Hindu %	Jewish %	Muslim %	No Religion %	Other %	Sikh %	Decline to State %	No Data %
1. In scope of Service Challenge (154 employees)	2.04	38.78	1.02	0.00	9.18	14.29	5.10	1.02	13.27	15.31
2. Additional Restructure (120 employees)	1.00	41.00	1.00	2.00	7.00	17.00	6.00	1.00	9.00	15.00
3. Progress outside Restructure (43 employees)	0.00	52.27	2.27	0.00	13.64	6.82	2.27	0.00	4.55	18.18
4. Suitable for Bumped	0.52	49.21	1.05	0.00	5.24	9.95	3.14	0.52	11.52	18.85

Redundancy (178 employees)											
5. Future request (183 employees)	0.44	42.48	0.88	0.00	12.83	11.95	6.19	0.88	10.62	13.72	
6. Cannot be Progressed (133 employees)	0.00	40.79	1.32	1.32	12.50	16.45	5.92	1.32	9.87	10.53	

The representation of staff from different religions/belief within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. There are still 13% of the Council's workforce that have not responded to the religion or belief question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit.

<p>Age</p> <p><i>Identify the effect of the policy on different age groups using the prompts above</i></p>	<p>Will the change in your policy/service have an adverse impact on specific age groups? None identified at this stage that cannot be justified/explained.</p>																																																	
	<p>The profile of the Council's workforce at the start of the Programme is as detailed in Table 12 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).</p>																																																	
	<p>Table 12: Age Profile of the Council's Workforce and Employment Options Requests (all figures %):</p>																																																	
	<table border="1"> <thead> <tr> <th>Age Band</th> <th><=20 %</th> <th>21 – 24 %</th> <th>25 – 34 %</th> <th>35 –44 %</th> <th>45 – 49 %</th> <th>50 – 54 %</th> <th>55 – 59 %</th> <th>60 – 64 %</th> <th>65+ %</th> </tr> </thead> <tbody> <tr> <td>Workforce</td> <td>0.7</td> <td>3.7</td> <td>26</td> <td>24.2</td> <td>13.7</td> <td>14.1</td> <td>11.1</td> <td>4.9</td> <td>1.6</td> </tr> <tr> <td>Employment Options Requests</td> <td>0</td> <td>0</td> <td>4.1</td> <td>12.1</td> <td>9.7</td> <td>16.5</td> <td>31.6</td> <td>18.1</td> <td>7.9</td> </tr> <tr> <td>Difference</td> <td>-0.7</td> <td>-3.7</td> <td>-21.9</td> <td>-12.1</td> <td>-4</td> <td>2.4</td> <td>20.5</td> <td>13.2</td> <td>6.3</td> </tr> </tbody> </table>	Age Band	<=20 %	21 – 24 %	25 – 34 %	35 –44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %	Workforce	0.7	3.7	26	24.2	13.7	14.1	11.1	4.9	1.6	Employment Options Requests	0	0	4.1	12.1	9.7	16.5	31.6	18.1	7.9	Difference	-0.7	-3.7	-21.9	-12.1	-4	2.4	20.5	13.2	6.3									
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Difference	-0.7	-3.7	-21.9	-12.1	-4	2.4	20.5	13.2	6.3																																									
<p>In general terms, requesting VR/ER is a more attractive option for employees aged over 55. This explains why 57.6% of staff submitting requests are aged 55 and over compared to 17.6% in the workforce as a whole. Similarly, flexible retirement can only be requested by employees aged over 55 – the minimum age at which retirement benefits can be paid by law. Age is not expected to be a specific factor in relation of Flexible Working requests. The age in relation to other protected characteristics is explored in above in other parts of Section 3</p>																																																		
<p>The profile of the employees within each outcome is detailed in Table 13 below (% of the number of employees that received</p>																																																		

each outcome).

The representation of staff from different age groups within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group.

Table 13: Age Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	25 – 34 %	35 – 44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %
1. In scope of Service Challenge (154 employees)	3.06	14.29	6.12	15.31	37.76	16.33	7.14
2. Additional Restructure (120 employees)	6.00	11.00	10.00	12.00	33.00	21.00	7.00
3. Progress outside Restructure (43 employees)	6.82	9.09	9.09	11.36	25.00	27.27	11.36
4. Suitable for Bumped Redundancy (178 employees)	3.14	15.18	6.28	10.99	32.46	21.47	10.47
5. Future request (183 employees)	3.10	11.50	11.95	30.53	24.78	11.06	7.08
6. Cannot be Progressed (133 employees)	6.58	13.16	12.50	9.87	32.89	18.42	6.58

<p>Socio-economic</p> <p><i>Identify the effect of the policy in relation to socio-economic inequalities</i></p>	<p>Will the change in your policy/service have an adverse impact on people with low incomes? Inconclusive at this stage although there are potential benefits for some employees</p> <p>Please describe the analysis and interpretation of evidence to support your conclusion.</p> <p>The purpose of the proposed approach is to avoid compulsory redundancies which could have a greater impact on employees on low incomes. This includes using bumped redundancies in addition to usual redeployment opportunities. The redeployment process also allows employees to be considered for posts up to two grades higher than their current grade so there is potential for some staff to achieve an increase in grade. Any that are redeployed into a lower grade receive pay protection for two years.</p>
<p>Other</p> <p><i>Identify if there are groups, other than those already considered, that may be adversely affected by the policy?</i></p>	<p>Will the change in your policy/service have an adverse impact on any other people (e.g. carers)? No</p> <p>Please describe the analysis and interpretation of evidence to support your conclusion.</p> <p>It is not expected that any other groups will be adversely impacted. The Employment Options Programme encourages employees and managers to explore flexible working options which can be beneficial for working parents, those with caring responsibilities or employees seeking to improve their work/life balance.</p>

Staff	Will the change in your policy/service have an adverse impact on staff? This has been analysed above.
<i>Identify if there are any staff groups that may be adversely affected by the policy?</i>	The Employment Options Programme is focused on achieving reductions in the size of the workforce for the Council to deliver the Medium Term Financial Plan whilst minimising the risk of compulsory redundancy. There is a risk that some staff will dispute the outcome of their request. A review process involving Trade Unions has been included for this purpose. This will require careful management to ensure the bumped redundancy process is transparent and equitable. A meeting has already taken place with Trade Unions to discuss the content of guidance for managers which will be issued in due course.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Outcomes of job matching (selection for redundancy) and acceptance of voluntary redundancy requests following restructures.	EAs of each staffing restructure ahead of formal consultation. Formal consultation with staff and trade unions will be undertaken ahead of decisions to implement new structures, appoint staff to new roles and make redundancy decisions

Change in composition of the Council's workforce.	Produce Council wide impact of individual restructures and exits through VR/ER and flexible retirement.
Guidance on bumped redundancy process	Produce guidance to enable process to be managed effectively and consistently. Including advice on reasonable training opportunities to be provided to enable staff to obtain qualifications that are mandatory for some posts.
Staff Equality Audit	Next scheduled process to focus on increasing responses to disability, religion or belief and sexual orientation monitoring questions. Also follow up questionnaire for requests from disabled staff
Monitor equalities impact of individual savings options on employees and identify act to address any adverse impact.	Each formal consultation process with employees and Trade Unions has an EQIA produced. Where these identify adverse impact in respect of the risk of compulsory redundancy on specific groups of staff e.g. female or BME employees, actions will be identified to mitigate and remove the risk if all possible.
Share findings of EQIA	Provide copy to Trade Unions to inform on-going consultation process. Provide copy with Staff Equality Forums for discussion.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

Equalities impacts will be monitored and reviewed prior to the ratification of all decisions. An evaluation of the entire programme will be undertaken once completed. This is expected to be July 2015 once the restructures required to deliver the Council's savings targets have been implemented.

APPENDIX A: Equality Impact Assessment Test of Relevance

TRIGGER QUESTIONS	YES / NO	IF YES PLEASE BRIEFLY EXPLAIN.....
Does the change reduce resources available to address inequality?	NO	
CHANGES TO A SERVICE		
Does the change alter access to the service?	NO	Where additional restructures have been identified they will be subject to a separate impact assessment.
Does the change involve revenue raising?	NO	
Does the change alter who is eligible for the service?	NO	
Does the change involve a reduction or removal of income transfers to service users?	NO	

Does the change involve a contracting out of a service currently provided in house?	NO	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	YES	Staffing levels have to be reduced in order for the Council to operate within a balanced budget as set out in the Medium Term Financial Plan approved by Cabinet.
Does the change involve a redesign of the roles of staff?	YES	Any substantial changes to job descriptions and structures will be progressed through the Handling Organisational Change Procedure and subject to EAs as part of that process. Only minor changes to roles and structures will take place outside the formal consultation process. Trade Unions will be involved in reviewing proposals for staff to leave through this route.