

Equality Impact Assessment Template

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation		✓	Cabinet	✓
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other			Other	
Title of Project:		Harrow Borough Council and Buckinghamshire County Council Shared HR Service		
Directorate / Service responsible:		Resources - HRD and Shared Services		
Name and job title of lead officer:		Jon Turner - Divisional Director HRD and Shared Services		
Name & contact details of the other persons involved in the assessment:		Marion Child - Project Manager		
Date of assessment:		31 st October 2015		
Stage 1: Overview				
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		Project: An HR Service Transformation project team has been initiated in HRD&SS which looks at further collaboration with Buckinghamshire County Council, in respect of the delivery of a shared HR service. A business case is currently being drawn up to look at the options for a new HR service delivery model and a decision on whether to proceed is expected early in 2016. Background: The Council implemented a transformation of its internal HR and OD Service in		

	<p>April 2015, however further savings in the region of £250k remain necessary and no further opportunities exist internally to deliver these. The Council undertook an exercise to explore the opportunities of shared services with other Councils and Buckinghamshire County Council expressed an interest in exploring the possibility of a shared HR service.</p> <p>A Joint Programme Board, including senior officers and Cabinet Members from both councils agreed to explore the option of a shared HR Service.</p> <p>The primary aims and objectives of the HBC/BCC Shared HR Service project are to:</p> <ol style="list-style-type: none"> 1. Deliver savings/financial benefits of £250k for Harrow Borough Council by 2017/18 2. Create efficiency, capacity, resilience and career opportunities for colleagues. 3. Maintain or improve customer experience/satisfaction 4. Maximise return on commercial work 5. Better use of technology and self-service opportunities 6. Future proofing, to be able to flex and adapt to continued challenges and growth <p>The project is currently in the exploration phase, with a business case looking at the possible delivery model planned for presentation early in 2016. A decision will then be made as to whether this project is taken forward for implementation.</p>					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users		Partners		Stakeholders	✓
	Staff HRD & SS Staff	✓	Age	✓	Disability	✓
	Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓

	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other			
3. Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none">Who are the partners?Who has the overall responsibility?How have they been involved in the assessment?	<p>The responsibility for delivery of this project is shared with Buckinghamshire County Council.</p> <p>A joint project manager has been funded, with operational leads from across both organisations leading on development of the business case. If a decision is made to proceed with implementation, a joint implementation project team will be created.</p> <p>Overall responsibility for the decision as to whether Harrow Borough Council proceed with to proceed with a shared HR service will sit with Harrow Cabinet.</p>					

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

The only stakeholders who will be directly affected by this proposed project if it goes ahead, will be staff within the HR Service, whose posts are in scope. The following data is in respect of the current 'in scope' staff only. This could change as a result of the Business Case.

Age (including carers of young/older people)	Age Band	Count	Percentage
	16-24	1	3.45

	<table><tr><td>25-34</td><td>9</td><td>31.03</td></tr><tr><td>35-44</td><td>3</td><td>10.34</td></tr><tr><td>45-54</td><td>7</td><td>24.14</td></tr><tr><td>55-64</td><td>9</td><td>31.03</td></tr><tr><td>Grand Total</td><td>29</td><td>100.00</td></tr></table>	25-34	9	31.03	35-44	3	10.34	45-54	7	24.14	55-64	9	31.03	Grand Total	29	100.00			
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Disability (including carers of disabled people)	<table><tr><td></td><td></td><td></td></tr><tr><td>Disability</td><td>Count</td><td>Percentage</td></tr><tr><td>No Disability</td><td>28</td><td>96.55</td></tr><tr><td>Yes - a form of Disability</td><td>1</td><td>3.45</td></tr><tr><td>Grand Total</td><td>29</td><td>100.00</td></tr></table>				Disability	Count	Percentage	No Disability	28	96.55	Yes - a form of Disability	1	3.45	Grand Total	29	100.00			
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Gender Reassignment	Zero																		
Marriage / Civil Partnership	<table><tr><td>Marital Status</td><td>Count</td><td>Percentage</td></tr><tr><td>Seperated</td><td>1</td><td>3.45</td></tr><tr><td>Married</td><td>13</td><td>44.83</td></tr><tr><td>Not declared</td><td>3</td><td>10.34</td></tr><tr><td>Single</td><td>12</td><td>41.38</td></tr><tr><td>Grand Total</td><td>29</td><td>100.00</td></tr></table>	Marital Status	Count	Percentage	Seperated	1	3.45	Married	13	44.83	Not declared	3	10.34	Single	12	41.38	Grand Total	29	100.00
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Pregnancy and Maternity	Staff currently on maternity leave																		

	<table><tr><th>Maternity</th><th>Count</th><th>Percentage</th></tr><tr><td>Maternity Leave</td><td>1</td><td>3.45</td></tr><tr><td>Not on maternity leave</td><td>28</td><td>96.55</td></tr><tr><td>Grand Total</td><td>29</td><td>100.00</td></tr></table>	Maternity	Count	Percentage	Maternity Leave	1	3.45	Not on maternity leave	28	96.55	Grand Total	29	100.00									
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Race	<table><tr><th>Ethnicity</th><th>Count</th><th>Percentage</th></tr><tr><td>Asian</td><td>6</td><td>20.69</td></tr><tr><td>Black</td><td>4</td><td>13.79</td></tr><tr><td>Mixed</td><td>1</td><td>3.45</td></tr><tr><td>White</td><td>18</td><td>62.07</td></tr><tr><td>Grand Total</td><td>29</td><td>100.00</td></tr></table>	Ethnicity	Count	Percentage	Asian	6	20.69	Black	4	13.79	Mixed	1	3.45	White	18	62.07	Grand Total	29	100.00			
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Religion and Belief	<table><tr><th>Religious Denominatio n Key</th><th>Count</th><th>Percentag e</th></tr><tr><td>Christianity</td><td>6</td><td>20.69</td></tr><tr><td>Hinduism</td><td>1</td><td>3.45</td></tr><tr><td>No Religion/ Atheist</td><td>1</td><td>3.45</td></tr><tr><td>Not declared</td><td>20</td><td>68.97</td></tr><tr><td>Other</td><td>1</td><td>3.45</td></tr><tr><td>Total</td><td>29</td><td>100.00</td></tr></table>	Religious Denominatio n Key	Count	Percentag e	Christianity	6	20.69	Hinduism	1	3.45	No Religion/ Atheist	1	3.45	Not declared	20	68.97	Other	1	3.45	Total	29	100.00
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Sex / Gender	<table><tr><th>Gender</th><th>Count</th><th>Percentag e</th></tr><tr><td>Female</td><td>24</td><td>82.76</td></tr></table>	Gender	Count	Percentag e	Female	24	82.76															
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Socio Economic	Date not available.															
Other (Part Time & Fixed Term Contract Workers)	Data to be confirmed															
<p>5. What consultation have you undertaken on your proposals?</p> <p>The Business Case will be presented to COB and Cabinet for final decision early in 2016.</p> <p>HRD&SS staff are being kept regularly informed and consulted on an informal basis as the final structure is developed. A final proposed structure is due to be released early 2016, thereafter, formal consultation with HRD&SS employees will commence.</p> <p>It is anticipated that Head Teachers and Schools will be kept informed and consulted with on an informal basis via the HSIPC group, with regard to any impact on Service Delivery,</p> <p>Joint HBC/BCC communications are expected for the wider council 'internal customer' base, to keep them informed of progress once a decision is made to implement a change in the model of service delivery.</p> <p>None of the proposals are expected to have any impact on protected characteristics of the wider stakeholder group, with all customers receiving at least the same level of service, if not better.</p> <p>This project is currently at the Business Case phase. Consultation is currently limited to staff in scope and likely to be impacted. Once a decision</p>																

is made, consultation on the actual changes and any wider stakeholder impact will be planned and implemented in line with the following:

Who will be consulted?	What consultation methods will be used?	What are the likely impacts on the different groups / Protected Characteristics?	What actions will you take to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
HRD&SS staff	Email, Newsletters, Presentations, Meetings and 1:1s	<p>Likely headcount reduction at a management level. Potential further reductions over the next 1 – 3 years as processes are standardised.</p> <p>This may lead to a possible adverse impact on HRD&SS equalities profiles.</p>	Specific consultation with the affected groups to minimise the impact of headcount reduction through voluntary exit and redeployment. Providing outplacement and transition support for all impacted staff.
Council Operations Board	Meetings, Presentations	<p>Consideration of impact on internal customer base.</p> <p>Potential changes to HR support for staff, particularly, line managers but this will not lead to any adverse impact in relation to equalities profiles.</p>	Implementation will need to consider training needs of line managers and users, in relation to any future changes in delivery model.
Trade Unions	Meetings, Presentations	Likely headcount reduction and potential risk of redundancy affecting their members	Further consultation with the trade unions to minimise the impact of potential redundancy on their members
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.	None		

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

For the characteristics with a “No” response, there is no data held or available for analysis. Consideration will be given to whether further actions need to be identified to address this part of the assessment.

NB: There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure, however any impact is deemed minimal. The project is in the development of a Business Case phase and as such it is not possible to determine the exact impact, expected to be phased over the next 1 – 3 years.

Therefore, in the box below, the “no” option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence in the Spring of 2016.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	No	No	No	No	No	No	No	No	No

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked ‘No’ to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3? (include this evidence, including any data, statistics, titles of documents and website links here)	
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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3? There has been no further consultation on the proposals as a result of the analysis at Stage 3. Should the project move from Business Case to Implementation, further analysis will be undertaken and at that time we anticipate engaging trade unions and to seek their views and comments and to further develop this EqIA.

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis – Possible potential impact, if the Business Case goes forward to Implementation. Once that decision is made, further analysis will be done to update this EQIA.

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?
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Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in	Further consultation on the proposed future structure.

carers of young/older people)			scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Disability (including carers of disabled people)	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Gender Reassignment			None	
Marriage and Civil Partnership	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Pregnancy and Maternity	✓		Two staff are on maternity leave at the point of developing the Business Case. If either are still on maternity leave, their post may be at risk of redundancy.	Further consultation on the proposed future structure. Specific rules applying to staff on maternity leave will apply, if applicable. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV

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Race	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Religion or Belief	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sex	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sexual orientation	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Other (Part Time & Fixed	✓		Data to be confirmed	

Term Contract workers)					
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	✓	The project has no cumulative impact on the wider council.
11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?	Yes		No	✓	There will be minimal redundancies across both councils and the wider impact is therefore negligible.

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	No	No	No	No	No	No	No	No	No
There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure, however any impact is deemed minimal. The project is in the development of a Business Case phase and as such it is not possible to determine the exact impact, expected to be phased over the next 1 – 3 years. Therefore, in the box above, the “no” option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence in the Spring of 2016.									

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. **(Explain this in 13a below)**

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)

✓

13a. If your EqIA is assessed as **outcome 3 or you have ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

This EQIA is being drawn up before the Business Case is completed, therefore further analysis will be undertaken once a decision is made as to which delivery model the Council will adopt and what potential impact this may have.

The case for change is driven by budget cuts across the Council and HRD&SS is required to further review its service and meet its savings target. Headcount reduction, although anticipated to be very limited in numbers, is expected to be an outcome across both councils. However there is a commitment to supporting staff throughout the change programme whether for internal interviews or seeking other posts outside of the organisation, seeking volunteers for redundancy and avoiding compulsory redundancy and redeploying

at risk staff to other posts within the Council wherever possible.

Stage 7: Improvement Action Plan – not anticipated to start until after the Business Case has been signed off and a decision made to implement a new delivery model

If a decision is made to proceed, it is anticipated that the changes will be phased from 2016 – 2018 and as such consultation etc will span the period of implementation.

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Race	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	2016 - 2018	Jon Turner	TBC

Disability	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	2016 - 2018	Jon Turner	TBC
Gender	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any</p>	2016 - 2018	Jon Turner	TBC

		recommendations implemented			
Religion or Belief	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	2016 - 2018	Jon Turner	TBC
Age	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to</p>	2016 - 2018	Jon Turner	TBC

		Project Board and Equalities Task Group (ETG) and any recommendations implemented			
Maternity	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	2016 - 2018	Jon Turner	TBC

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? *(Also Include in Improvement Action Plan at Stage 7)*

The project if implemented, is anticipated to be phased across a 3 year period.

Ongoing monitoring and review of the EqIA throughout the project in order to identify the actual impact of the final proposals on the protected characteristics.

16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	The EqIA will be analysed on an ongoing basis, reported and presented to the Project Board for monitoring and decision making purposes.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	<p>No decision has yet been made. This will follow the publication of the full Business Case early in 2016.</p> <p>To date, staff in scope have been kept informed of progress and no specific feedback has been received.</p> <p>Staff engagement will increase if a Cabinet Decision to proceed is confirmed and at that point, regular opportunities to feedback and ask questions will be provided via key point so contact, newsletters and FAQs.</p>

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
<p>The proposals do not affect the council's continued commitment to equality of opportunity in employment and the requirements of the PSED</p> <p>Positive action will be taken to ensure all affected staff are able to access information and appropriate support throughout the consultation and implementation phases of the project.</p>	<p>The project board are committed to equalities and ensuring that the potential changes do not have an adverse impact on any groups.</p> <p>The anticipated reduction in headcount, in light of the budget cuts and financial constraints, is unavoidable but we will seek to minimise the impact of any potential redundancies through consultation, ongoing communication and engagement with staff, provide transition support to staff affected, fair and transparent</p>	<p>We will seek to minimise the impact of any potential changes through consultation, ongoing communication and engagement with staff.</p>

Any selection process will be fair and transparent and will include accessible support where required.	processes in line with the Council's Protocol for Managing Organisational Change, voluntary redundancy and redeployment wherever possible.	
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	HR Shared Service Project Team	
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)
Date:		Date:
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair