

EQUALITY IMPACT ASSESSMENT

ON THE

**INTEGRATION OF BARNET OPERATIONS TEAM AND SERVICES INTO THE OVERALL CLCH
OPERATIONS DIRECTORATE**

CONSULTATION DATES: 16 January to 14 February 2012

Equality Impact Assessment - Initial screening form for downsizing proposals

Directorate	Barnet
Date	February 2012
Consultation paper	
Purpose	Consultation Document: Integration of Barnet Operations Management Team and Services into overall CLCH Operations Directorate
Associated NHS guidance	NHS Employers' guidance document, 'Equity in implementing organisational change'
Who does it affect?	Staff holding senior managerial roles in Barnet at posts 8b and above. There are 8 staff members affected out of a cohort of 20 staff members at bands 8b and above overall in Barnet.
Consultation	The consultation period runs from 16 January 2012 to 14 February 2012

Introduction

The NHS Employers guidance document 'Equity in implementing organizational change' sets out a number of key principles that employers in the NHS should adhere to:

- No employee should receive less favourable treatment on grounds of age, gender, marital status, race, religion, sexual orientation, disability, working patterns, or on the grounds of trade union membership; and
- All decisions on identification of 'at risk' staff and redundancy criteria must be seen to be fair and transparent. As well as meeting the requirements both of equal opportunities legislation and best practice.

How to undertake the initial screening?

Prior to undertaking a full Equality Impact Assessment using the CLCH form it is advisable to undertake an initial screening of the proposals to downsize departments which may result in redundancies or redeployment.

This initial assessment form allows CLCH to consider the effect of organisational changes on particular groups of staff based upon ethnicity, gender, age and disability within the affected directorates.

If there is a disproportionate number of from equality groups who are ‘at risk’ in comparison to the total number of staff then a full Equality Impact Assessment is required. It is recommended that the benchmark is any difference of 20% based upon race, gender or disability (for example, 20% more BME staff are affected compared to the total number of staff).

By undertaking assessing a full Equality Impact Assessment on the process and decision making it will be will assessed if the downsizing process has a negative impact on particular groups and look at ways to minimize the impact (For example, training, support or redeployment). This will ensure that the process for selecting staff for redundancies are fair and transparent and in line with equal opportunities legislation.

Analysis and monitoring

Background to the analysis:

The cohort of staff overall in Barnet at bands 8b and above were compared to those whose posts are at risk in the current consultation proposals at bands 8b and above to determine if a dis-proportionate number of people, based on their protected characteristics, are affected by the proposals.

Data in relation to sexual orientation, religion or religious belief, marital/partnership status or gender re-assignment is not sufficiently robust to enable analysis to be undertaken for these protected characteristics. A data validation exercise, which it is hoped will increase the availability of this information, is currently underway in the Barnet directorate.

Below are the tables that need completing to analyse the comparison between the total number of staff in the directorate and those staff at risk.

Directorate	Total number of staff
Barnet	20

Age

Age band	A. Total number of staff in posts banded 8b or above in Barnet Date*: <i>January 2012</i>	B. Number of substantive staff at bands 8b and above whose posts are affected by the proposals	C - Percentage - To calculate percentage column B divided by A x 100)
16-24	0	0	0
25-44	2	0	0
45-65	18	8	44.44%
Total	20	8	40%

* Use data from the beginning of the month the consultation commences.

Gender

Gender	A. Total number of staff in posts banded 8b or above in Barnet Date*: <i>January 2012</i>	B. Number of substantive staff at bands 8b and above whose posts are affected by the proposals	C. Percentage - To calculate percentage column B divided by A x 100.
Men	5	1	20%
Women	15	7	46.67%
Total	20	8	40%

Race

Race	A. Total number of staff in posts banded 8b or above in Barnet Date*: <i>January 2012</i>	B. Number of substantive staff at bands 8b and above whose posts are affected by the proposals	C. Percentage - To calculate percentage column B divided by A x 100.
White	17	6	35.29%
BME*	3	2	66.66%
Total	20	8	40%

Disability

Disability status	A. Total number of staff in posts banded 8b or above in Barnet Date*: <i>January 2012</i>	B. Number of substantive staff at bands 8b and above whose posts are affected by the proposals	C. Percentage - To calculate percentage column B divided by A x 100.
Disabled	0	0	0
Not disabled	5	3	60%

* Use data from the beginning of the month the consultation commences.

* Use data from the beginning of the month the consultation commences.

* BME – Black Minority Ethnic classified as any staff who do not declare themselves as White.

* Use data from the beginning of the month the consultation commences.

Not declared	15	5	33.33%
Total	20	8	40%

Outcome

Will the downsizing proposals affect a particular group of staff based upon their age, race, gender or disability?	Yes	x	No
		High risk. Complete a full EIA.	

Conclusion

There is a significant impact on staff affected by the proposed changes in relation to the following protected characteristics: Age, Gender, Race. This is because a significantly higher proportion of the staff affected by the proposed changes (more than 20%), compared to the number of staff affected by the proposals overall, are in the age 45 – 65 group, are women or have a BME background.

Justification

The re-structure proposal relates to posts which have responsibilities for managing services in the Barnet directorate and are band 8b and above roles with significant management components. Significant is defined as the majority of time spent on management duties. Any staff whose posts have mostly management responsibilities have been included in the scope of the proposed changes.

Staff will be able to submit comments on the proposals by the consultation end date on 14 February 2012. Staff whose posts are most affected by the changes have had the opportunity for a one to one consultation meeting, supported by a trade union representative or workplace colleague, where they can ask questions about the impact for them personally or more widely in order to inform their response to the proposals.

The restructure proposal also includes a commitment to avoiding the need for redundancies through re-deployment of staff to suitable alternative roles, section 10.2 of the consultation paper. Posts which may be suitable for staff whose posts are “at risk” as a result of the consultation proposals will be detailed in the Priority Vacancy Bulletin, a personal copy of which will be sent to affected staff direct.

Staff will also be able to apply for posts through the London Redeployment Service (section 12.1 of the consultation paper).

Support for preparing applications and interviews is available to all affected staff and the availability of this support has been communicated to staff through information accompanying the priority vacancy bulletin. Only staff whose posts are affected by proposed changes are eligible to apply for posts in the bulletin and staff will be offered priority interviews, attended by at least one panel member who has not been previously involved in any aspect of the consultation/implementation process. Staff will also be able to have a trial redeployment period to assess the suitability of a potential new role as set out in the Change Management Policy.

If staff are appointed to a new role at a salary band one band lower than their current post, staff will be able to access the salary protection provisions set out in the Pay Protection Policy.

It is hoped that the processes and actions detailed above will minimise any impact on this equality group.

A further impact assessment will be carried out on the agreed implementation plan at the end of the consultation process.

Date completed:

Name:

Signature:

Date signed by Equality and Diversity team:

Signature:

Full Equality Impact Assessment – Integration of Barnet Operations Team and Services into the Overall CLCH Operations Directorate

This Equality Impact Assessment reviews the proposed restructure to ascertain whether the changes would have a differential effect or impact on particular groups of people. Consideration is also being given to how to mitigate any potential negative impacts, and to promote good relations. Although more issues and need for action may emerge over time, the main issues have been addressed in the action plan in section (4) of this document.

1. Summary of impact identified by Equality and Diversity strand:

Age Positive or Negative Impact:	The assessment shows an impact upon 44.44% of the 45 -65 group in this cohort. As there is a significant impact (more than 20% are affected), there is a risk of a negative impact based upon the age groups of the staff. Action Plan is in place to mitigate this potential risk.
Disability Positive or Negative Impact:	The assessment shows an impact upon 60% of non-disabled staff in this cohort with 33.33% not declaring their disability status. As there is a risk of a negative impact based upon disability status. Action Plan is in place to mitigate this potential risk.
Gender Positive or Negative Impact:	The assessment shows an impact upon 20% of men and 46.67% of women in this cohort. As there is a significant impact (more than 20%), there is a risk of a negative impact based upon the gender of the staff. Action Plan is in place to mitigate this potential risk.
Race Positive or Negative Impact:	The assessment shows an impact upon 35.29% of white staff and 66.66% BME staff are affected in this cohort. As there is a significant impact (more than 20%), there is a risk of a negative impact based upon race. Action Plan is in place to mitigate this potential risk.
Human Rights Possible breach of the Human Rights Act	At this stage based upon assessment there are no known human rights impact.
HR issues only: Positive or Negative Impact:	Neutral Impact as a change management policy is being strictly adhered to.

Please continue and attach a separate sheet if necessary

2. Give details of involvement and consultation or research undertaken for each relevant equality and diversity strand, upon which this policy has had an impact either internally

or externally:

<p>Age, Disability, Belief / Faith, Gender, Race, Sexual Orientation,</p>	<p>Consultation on the proposal for change started on 16 January and ended on 14 February 2012. Individual consultation meetings have been held with staff whose posts are most affected by the changes. Staff have also submitted comments and responses to the consultation proposals which have been taken into consideration in developing a way forward paper and in planning for implementation of changes to be taken forward.</p>
---	---

Please continue and attach a separate sheet if necessary

3. Recommendations to improve this service, policy or function:

<p>The need for the organization to provide ample opportunities for affected staff members to discuss/explore options and increase their confidence in exercising their rights and responsibilities throughout the transition period</p>
<p>Clearly set out selection criteria as part of the process for recruiting into new posts in the structure and suitable alternative roles.</p>
<p>Clear outline of the ring-fenced selection process.</p>
<p>Set out the process for the redeployment of those individuals who are not successful in the recruitment process to suitable alternative roles and include consideration of the particular circumstances of staff for example caring responsibilities, health considerations in identifying potential alternative roles.</p>
<p>Provide support in terms of CV writing, completing application forms, interview skills, interview confidence.</p>
<p>Provide support in terms of emotional well being and managing stress during this period of change.</p>
<p>Improve the extent of the equality monitoring data available</p>
<p>Consider additional actions and risks raised through the implementation process, adding them to this action plan where applicable</p>

Please continue and attach a separate sheet if necessary

4. Actions required to implement the EIA recommendations:

One of the most important aspects of this Equality Impact Assessment is to complete an action plan and to raise any issues to the Joint Staff Consultative Committee / Executive Management Team

which details plans to mitigate against any areas where there is a potential to have a negative impact on one or more of the strands of equality.

Action Plan:	Responsibility:	Date to be completed:
Clearly set out processes in the implementation document	GN/FJ	ongoing
Clearly set out selection criteria as part of the process for recruiting into the new posts.	GN/FJ	ongoing
Clear outline of the ring-fenced selection process	GN/FJ	ongoing
Set out the process for the redeployment of those individuals who are not successful in the recruitment process to suitable alternative roles.	GN/FJ	ongoing
Provide support in terms of CV writing, Completing application forms, Interview skills.	GN and AK	ongoing
Provide support in terms of Emotional well being and managing stress during this period of change	Employee Health	On-going at consultation stage and will roll forward to implementation stage
Take action to safeguard a fair and non-discriminatory recruitment process for new posts	GN/FJ	From March 2012 until implantation complete
Improve the extent of the equality monitoring data available in those areas where data is not available	MH linked to data validation exercises	February 2012

Consider additional actions and risks raised through the staff consultation process, adding them to this action plan where applicable	GN/FJ	ongoing
---	-------	---------

Please continue and attach a separate sheet if necessary

5. If no actions to be taken with respect to the recommendations please give reasons below:

Action plan review date: **Ongoing until the completion of the restructure** Name of person responsible for review: **Equality and Human Rights team**

EIA Assessor(s): **Lesley Bown – Head of Equality & Human Rights; Gail Nicol, Head of Transformational HR**

Signed:

Name Head of Service: **Fiona Jackson, Associate Director of Operations - Barnet**

Signed:

Date Completed:

1. Signed electronic version to Head of Equality & Human Rights for authorisation.
2. Once authorised keep in your team for audit purposes.
2. Send the revised electronic copy to Head of Equality & Human Rights for publication on website.

Date sent to Head of Equality & Human Rights: 15th March 2012

