

## Haringey Council

### Equalities Impact Assessment (EqIA) for Organisational Restructures

<b>Date: November 2011</b>
<b>Department and service under review: Adults – Broadwater Lodge Residential Home for Older People</b>
<b>Lead Officer/s and contact details: Lisa Redfern</b>
<b>Contact Officer/s (Responsible for actions): Len Weir</b>
<p><b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)</p> <p>This assessment considers the impact on staff of the proposal to cease the delivery of services at Broadwater Lodge Residential Home for Older People in relation to the protected equalities groups of ethnicity, gender, age, disability and maternity. It does not consider issues relating to sexual orientation, gender reassignment, pregnancy and religion or belief, as the relevant data is not available for these groups.</p> <p>Staffing profile data used in this EqIA for comparison purposes is from December 2010. The staffing profile for this Residential Home has changed slightly since this process began in January 2011. The data for November 2011 shows the following.</p> <p>If the unit is closed these proposals will displace 42 members of staff. Analysis of the characteristics shows the following.</p> <p>Ethnicity – 100% of the staff are of a BME background as compared with 54% across the Council.</p> <p>Gender – 93% of the staff are female as compared to 68% across the Council.</p> <p>Age – 55% of the staff group are from the 45-54 age range as opposed to 36% across the Council.</p>

## Appendix E

Disability – 2% of the staff group have a disability as opposed to 7% across the Council.

The decision to close this service by April 2013 is based on the need to make financial savings and to provide services that are more in line with Putting People First and Think Local Act Personal as set out in the Service Report. The service has taken all necessary steps to consult with staff and to mitigate against compulsory redundancies by identifying volunteers for redundancy and applying the councils redeployment procedure to avoid making compulsory redundancies if possible. All staffing actions have been and will be taken in line with the Councils Restructuring Policy.

The Equalities Impact Assessment for service restructures should assess the likely impact of restructuring on protected equalities groups of employees by: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender), sexual orientation.

**The assessment is to be completed by the business unit manager** with advice from HR. It is to be undertaken by an assessment of the basic employment profile data and then answering a number of questions outlined below.

### PART 1 TO BE COMPLETED DURING THE EARLY STAGES OF CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE

#### Step 1 – Aims and Objectives

1. **Purpose – What is the main aim of the proposed/new or change to the existing service?** Cabinet will be making a decision as to whether they should close the Home. This is to enable financial savings to be made and for services to be more in line with Putting People First and Think Local, Act Personal. The full details of this are set out in the Service Report.
2. **What are the main benefits and outcomes you hope to achieve?** The full benefits and outcomes have been set out in the Service Report.
3. **How will you ensure that the benefits/ outcomes are achieved?** These will be monitored by formal contract monitoring , quality assurance via the accreditation framework and analysis of complaints – as set out in the Service Report.

#### Step 2 – Current Workforce Information & Likely Impact of your proposals

Note – there is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet (based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

##### 1. Are you closing a unit?

- If No, go to question 3.
- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.

## Appendix E

- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups.

This proposal is for closure of Broadwater Lodge Residential Unit by April 2013. The proposal affects 44 staff – 2% of whom are white, 0% of whom are ‘white other’ and 98% are BME, 7% of whom are male and 93% of whom are female and 0% of whom have a disability. This is broken down into more detail in the tables below.

### 2. Can any staff be accommodated elsewhere within the service, business unit or directorate?

- If Yes, identify how many by race, sex, age and disability. And where possible identify the number by gender reassignment, pregnancy and maternity, religion or belief, and sexual orientation.

It is not possible to say at this time. We have a process in place to identify those staff who want to leave on a redundancy basis and those staff who want to be deployed into any suitable posts that may exist in Adult Social Care or the Council generally – should the proposals for closure be approved.

### Race

3. Provide a breakdown of the current service by Grade Group and Racial Group following the format below.

Grade Group	Total Staff in Service	No. of Race Not Declared Staff	% of Grade Group Total	White Staff	% of Grade Group	White Other staff	% of Grade Group Total	BME Staff	% of Grade Group Total	BME % in Council grade group	BME% Borough Profile
Sc1-5	39			1	3			38	97	66	
Sc6 – SO1	4							4	100	57	
PO1-3										47	
PO4-7	1							1	100	39	
PO8+										20	
TOTAL	44			1	2			43	98	54	34

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

### 4. Highlight any grade groups that are very under represented (10% or more difference) compared with the council profile and where relevant the borough profile.

The staff groups that are under represented when compared to the Council profile are from ‘white’ ethnicity generally (2%) as compared to the council generally (46%) and specifically at the grade range sc1-5 (3% compared to 34%)

## Appendix E

**5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?**

- If No, go to question 8.
- If Yes, how many of these staff might be displaced?

This is a proposed unit closure and so there are no ring fences

**6. By how much does these staff change the % (percentage) of BME staff in the structure? Show start and end %.**

**7. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

- If Yes, how many and what effect do they have on the BME %? Show start and end %.

## Gender

**8. Provide a breakdown of the current organisation by Grade Group and Gender breakdown following the format below**

Grade Group	Total Staff in Service	No. Male Staff	% of Grade Group	No. Female Staff	% of Grade Group	% Females in Council grade group	% Females in Borough
Sc1-5	39	3	8	36	92	68	
Sc6 – SO1	4			4	100	74	
PO1-3						62	
PO4-7	1			1	100	64	
PO8+						52	
TOTAL	44	3	7	41	93	67	49.9

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

**9. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council.**

8% of the Sc1-5 grade group are male as compared to 32% of the grade group across the Council.

**10. Do any ring fences disproportionately impact on impact on female or male staff?**

## Appendix E

- If No, go to question 13.
- If Yes, how many female / male staff might be displaced?

This is a proposed unit closure and so there are no ring fences

**11. By how much do these staff change the % (percentage) of female/male staff in the whole structure? Show start and end %.**

**12. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

- If Yes, how many and what effect do they have on the female/male%? Show start and end %.

### Age

13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below

		16 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65+	
Grade Group	Total Staff	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
Sc1-5	39	2	5	4	10	5	13	23	59	5	13		
Sc6 – SO1	4			1	25			2	50	1	25		
PO1-3													
PO4-7	1							1	100				
PO8+													
TOTAL	44	2	5	5	11	5	11	26	59	6	14		
Council Profile	4460	117	3	784	18	1108	25	1574	35	821	18	56	1
Borough Profile	225600	29779	13	49858	22	31736	19	44669	20	16694	7	21206	9

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

**14. Highlight any grade groups with a high level of staff from a particular age group compared to the compared to the council profile.**

When compared to the council profile 26 staff within the age range 45-54 are disproportionately affected by these proposals, as they represent 59% when compared to 35% of the council profile.

## Appendix E

**15. Do any ring fences disproportionately impact on staff from one age group only?**

- If No, go to question 18.
- If Yes, how many of these staff might be displaced?

This is a proposed unit closure and so there are no ring fences

**16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole?**

**17. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

- If Yes, how many and what effect do they have on a particular age group? Show start and end %.

## Appendix E

### Disability

**18. Identify the total number of disabled staff in the service following the format below:**

Grade Group	Total staff	No. of Disabled Staff	% of Grade Group	Council profile
Sc1-5	39		121	7
Sc6 – SO1	4		110	9
PO1-3			47	7
PO4-7	1		43	7
PO8+			7	3
TOTAL	44	0	328	7
<b>Borough Profile</b>				

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

**19. Do any ring fences disproportionately impact on disabled staff?**

- If No, go to question 21.
- If Yes, how many of these staff might be displaced? Show start and end numbers and %.

This is a proposed unit closure and so there are no ring fences

**20. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

- If Yes, what effect will this have on the number of disabled staff? Show start and end numbers and %.

**21. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. Please ask HR for help with the data on:**

- Gender Reassignment
- Religion/ Belief
- Sexual Orientation
- Maternity & Pregnancy

**One member of staff is on maternity leave – there is no other data held. This is a proposed unit closure and attempts will be made to deploy all staff that want this. We will ensure that anyone on maternity leave is treated in line with their specific entitlements.**



## Appendix E

22. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.

**Date Part 1 completed - 23 June 2011**

### **PART 2 TO BE COMPLETED AT THE END OF CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE**

### **Step 3 – Consultation**

**Outline below the consultation process you undertook, what issues were raised (especially any relating to the eight equalities characteristics).**

An extensive formal and informal staff consultation process took place from 20 December 2010 until 30 April 2011. This was conducted via individual letters to staff, 5 Formal Staff Consultation meetings with trade union representatives and 2 staff briefings with each of the 10 affected staff teams.

Throughout the process the main focus for staff and trade union was the nature of the impact of the business changes on the various user groups. These have been covered in the consultation report covering the consultation process with all stakeholder groups that is part of the report that is going to Cabinet in connection with the service changes.

Neither staff, nor trade union representatives, have raised any issues to do with the characteristics of the workforce that is affected by these potential closures.

We have done our best to work with staff during the course of the consultation to enable them to contribute to the consultation process, to come to terms with the impact of the potential closures on them and to identify ways in which we can mitigate against compulsory redundancy by identifying those employees who have decided that they was to leave voluntarily as well as identifying suitable deployment for those that don't – should the proposals be agreed.

We have also emphasised the benefits to staff of the 'supporting changes' package that has been put in place in terms of dealing with change and other forms of staff support.

## Step 4 – Address the Impact

- 1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?**

Not unless a decision is taken not to close the Unit.

- 2. What changes or benefits for staff have been proposed as a result of your consultation?**

No changes have been proposed due to the above reasons however all parties have developed a better understanding of all the issues and so staff have been better able to make informed decisions about their future.

- 3. If you are not able to make changes – why not and what actions can you take?**

See above

- 4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?**

This is a proposed unit closure and Council policy and guidance has been followed.

- 5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?**

This has been addressed as part of the Service Equalities Impact Assessment.

- 6. How can you mitigate any negative impact for service users?**

This has been addressed as part of the Service Equalities Impact Assessment.

**Date Steps 3 & 4 completed –**

23 June 2011

## **Step 5 – Implementation and Review**

1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.
2. If there are adverse impacts how will you aim to address these in the future?
3. Identify actions and timescales for implementation and go live of your new service offer.
4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?
5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

## Appendix E

### Step 6 – Sign off and publication

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them.

#### COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

#### QUALITY CHECKED BY (Equalities,)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

#### SIGNED OFF BY Director/ Assistant Director

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

#### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

**Note** - Send an electronic copy of the EqIA to [equalities@haringey.gov.uk](mailto:equalities@haringey.gov.uk); it will then be published on the council website