

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 5 October 2011
Department and service under review: Closing Homecare/Setting up Reablement
Lead Officer/s and contact details: Lisa Redfern
Contact Officer/s (Responsible for actions): Len Weir
<p>Summary of Assessment (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 Homecare Services 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 October 2011 so that it takes into account the significant numbers of staff that have taken voluntary redundancy in anticipation of these changes.</p> <p>If the unit is closed these proposals will displace 72 members of staff. Analysis of the characteristics shows the following.</p> <p>Ethnicity – 93% of Home Care staff are of a BME background as compared with 54% across the Council.</p> <p>Gender – 97% of the Home Care staff are women as opposed to 68% across the Council.</p> <p>Age – 50% of staff are from the 45-54 age range as opposed to 36% from across the Council.</p> <p>Disability – 4% of the staff group are classified as disabled as opposed to 7% from across the Council.</p>

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The current complement of staff is a headcount of 72 (please note this currently includes 65 Homecarers (43fte) some of whom work part time, as well as a manager, team leaders and administrative staff). Separate to this there is a proposal to create a new Reablement Service consisting 30 people working 30 hours per week. These new roles will be ringfenced to the 65 Homecare staff referred to above. It is envisaged that a significant number of posts in the new service will be filled in this way.

The decision to close Home Care by April 2012 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 flexible working policy so that as many staff from Home Care as possible are appointed to the new roles in Reablement that are being created.

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?**

The main aim is to create a new and improved reablement, details of which have been set out in the service report however with regard to staff there will be working patterns for staff that reduce non contact down time and ensure a spread of workers across 7/8am until 10pm 7 days a week.

- 2. What are the main benefits and outcomes you hope to achieve?**

These have been set out in the service report however it will provide service users with a better service.

- 3. How will you ensure that the benefits/ outcomes are achieved?**

Via service user and other stake holder feedback and partnership boards.

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.

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- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.
- 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 the in house Homecare Service by April 2012. The proposal affects 71 staff – 6% of whom are white, 4% of whom are 'white other' and 86% are BME, 3% of whom are male and 97% of whom are female and 3% 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.

The new roles in the new Reablement Service will be ringfenced to the staff displaced by the closure of the in house Home Care Service. Despite this a significant number of staff will be displaced due to the reduced number of available posts. Every effort will be made to redeploy any displaced staff to the limited number of posts that may be available under the redeployment procedure.

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 Total	White Other staff	% of Grade Group Total	BME Staff	% of Grade Group Total	BME% Borough Profile
Sc1-5	67			4	6	4	6	63	94	
Sc6 – SO1	4							4	100	
PO1-3	1			1	100					
PO4-7										
PO8+										
TOTAL	72			5	7	4	6	67	93	

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.

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The staff groups that are under represented when compared to the Council profile are from white (8%) and white other (6%) as compared to the council generally where there is a total of 45% staff who are either from a white or white other background.

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?

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	% Females in Borough
Sc1-5	67	2	3	65	97	70	
Sc6 – SO1	4			4	100	75	
PO1-3	1			1	100	61	
PO4-7							
PO8+							
TOTAL	72	2	3	70	97	68	50

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.

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Males generally are under represented, 3% as opposed to 32% across the Council in total and at all grade ranges and specifically at the Scale 1-5 grade range where there are 3% males as opposed to 30% across the council at this grade range.

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

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

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

		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	67			2	3	14	21	32	48	19	28		
Sc6 – SO1	4					1	25	3	75				
PO1-3	1							1	100				
PO4-7													
PO8+													
TOTAL	72			2	3	15	21	36	50	19	26	0	0
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.

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The 45-54 age range is disproportionately affected by this proposal

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?

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 %.

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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	67	3	4	7
Sc6 – SO1	4			10
PO1-3	1			6
PO4-7				7
PO8+				2
TOTAL	72	3	4	7
Borough Profile				

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 %.

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

No staff in this group are or 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.

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.

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Date Part 1 completed - January 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 with regard to deleting posts in Homecare.

This is fully outlined in the attached consultation report.

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?** In response to the staff consultation we have adapted the contract hours on offer so that rather than only offering 30 hour a week contracts we can offer 6, 12, 18, 24 or 30 hour contracts if we are able to cover the week in its entirety and we have set in place a process for staff to set out the working arrangements that they are able to work so that we can make appropriate decisions.
- 2. What changes or benefits for staff have been proposed as a result of your consultation?** See the above

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3. **If you are not able to make changes – why not and what actions can you take?** See the above
4. **Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?** Yes
5. **Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?** The will not change the impact that is why we have been able to respond in this way.
6. **How can you mitigate any negative impact for service users?** N/A

Date Steps 3 & 4 completed –

16 September 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.

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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 EqlA)

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 EqlA to equalities@haringey.gov.uk; it will then be published on the council website