

Equality impact assessment form

Directorate – People Services

Service area – Integrated Commissioning, ASC

**Name of policy, strategy, review or function being
assessed – Integrated Commissioning Service
Restructure**

Date of assessment – January 2019

Name of Director/Head of Service signing it off -

Amy Jones

October 2017



Derby City Council



Equality impact assessment – please read this section first before you do the assessment

This is our equality impact assessment form to help you equality check what you are doing when you are about to produce a new policy, review an older one, write a strategy or plan or review your services and functions. In fact you need to do an equality impact assessment whenever a decision is needed that affects people and **before** that decision is made.

So why do we need to do equality impact assessments? Although the law does not require us to do them now, the courts still place significant weight on the existence of some form of documentary evidence of compliance with the **Public Sector Equality Duty** when determining judicial review cases. This method helps us to make our decisions fairly, taking into account any equality implications, so yes we still need to do them.

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have '**due regard**' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a '**relevant protected characteristic**' and people who don't.

Having 'due regard' means:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- Encouraging people with certain protected characteristics to participate in public life or in other activities where the participation is disproportionately low.

The protected characteristics are:

- age
- disability
- gender identity
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

This completed form should be attached to any Chief Officer Group, Cabinet or Personnel Committee report to help elected members make their decisions by taking the equality implications into account. Equality impact assessments **must be done before** decisions are made. Include the Cabinet or Personnel Committee's decision on the front sheet when you know it.

You'll find that doing these assessments will help you to:

- understand your customers' and communities needs
- develop service improvements
- improve service satisfaction
- demonstrate that you have been fair and open and considered equality when working on re-structuring
- make sure you pay due regard to the requirements of the Public Sector Equality Duty.

Don't do the form by yourself, get a small team together and make sure you include key people in the team such as representatives from our Diversity Forums and employee networks and you could invite trade union representatives too – the more knowledge around the table the better. You also need to decide how and who you will consult with to help inform the equality impact assessment. Our Lead on Equality and Diversity can help with useful contacts – we have a team of people who are used to doing these assessments and can help with information on barriers facing particular groups and remedies to overcome these barriers.

You'll need to pull together all the information you can about how what you are assessing affects different groups of people and then examine this information to check whether some people will be negatively or positively affected. Then you'll need to look at ways of lessening any negative effects or making the service more accessible – this is where your assessment team is very useful and you can also use the wider community. Against every negative impact you will need to complete the mitigation section to explain how you will lessen the impact.

Agree an equality action plan with your assessment team, setting targets for dealing with any negative effects or gaps in information you may have found. Set up a way of monitoring these actions to make sure they are done and include them in your service business plans.

When you have completed the assessment, get it signed by your Head of Service or Service Director and **send it to our Lead on Equality and Diversity for checking and to publish on our website**. It is a public document so must not contain any jargon and be easy to understand.

Remember, we need to do these assessments as part of our everyday business, so we get our equality responsibilities right and stay within the law – Equality Act 2010.

Equality groups and protected characteristics

These are the equality groups of people we need to think about when we are doing equality impact assessments and these people can be our customers or our employees and job applicants...

- Age equality – the effects on younger and older people
- Disability equality – the effects on the whole range of disabled people, including Deaf people, hearing impaired people, visually impaired people, people with mental health issues, people with learning difficulties and people with physical impairments
- Gender identity – the effects on trans people
- Marriage and civil partnership equality
- Pregnancy and maternity equality - women who are pregnant or who have recently had a baby, including breast feeding mothers
- Race equality – the effects on minority ethnic communities, including newer communities, gypsies and travellers and the Roma community
- Religion and belief or non-belief equality – the effects on religious and cultural communities, customers and employees
- Sex equality – the effects on both men and women and boys and girls
- Sexual Orientation equality – the effects on lesbians, gay men and bisexual people

Contact for help

Ann Webster – Lead on Equality and Diversity

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The form

We use the term ‘policy’ as shorthand on this form for the full range of policies, practices, plans, reviews, activities and procedures.

Policies will usually fall into three main categories...

- Organisational policies and functions, such as recruitment, complaints procedures, re-structures
- Key decisions such as allocating funding to voluntary organisations, budget setting
- Policies that set criteria or guidelines for others to use, such as criteria about school admissions, procurement methods, disabled facilities grants, on street parking bays

If in doubt – it’s better and safer to do an Equality Impact Assessment than not to bother! You never know when we may get a legal challenge and someone applies for Judicial Review.

What’s the name of the policy you are assessing?

Integrated Commissioning Service Restructure

The assessment team

Team leader’s name and job title – Amy Jones, Head of Commissioning and Market Management

Other team members

Name	Job title	Organisation	Area of expertise
Amy Jones	Head of Commissioning and Market Management	DCC	HOS
Ann Webster	Lead on Equality and Diversity	DCC	DCC Equality Lead

Name	Job title	Organisation	Area of expertise
Julie Knight	Head of HomeFirst	DCC	HOS
Tariq Iqbal	HR Advisor	DCC	HR
Jenny Wizzard	Policy and Compliance Officer	DCC	Policy

Step 1 – setting the scene

Make sure you have clear aims and objectives on what you are impact assessing – this way you keep to the purpose of the assessment and are less likely to get side tracked.

What are the main aims, objectives and purpose of the policy? How does it fit in with the wider aims of the Council and wider Derby Plan? Include here any links to the Council Plan, Derby Plan or your Directorate Service Plan.

There is a need to restructure the Integrated Commissioning service. The current structure has been in place since 2014/15. The previous restructure served to meet the priorities of the department at the time. However, since this structure was implemented the landscape of commissioning both locally and nationally has changed significantly; as we move to a model of commissioning in the City, of increasing the number of commissioned services, within a formal contractual framework.

Therefore it is imperative that we have a commissioning service structured in a way that can embed these new ways of working and deliver them effectively.

The current structure of the service is not organised in a way to achieve this successfully, and is also not resourced sufficiently, to support a predominantly contracted services model of commissioning.

Other factors that influence the need for change are the need to integrate commissioning activity more effectively with health commissioners, as well as recognise and address the growing pressures in the market, impacting on capacity and quality and dealing with the challenges of the unprecedented financial position of the Council by delivering better value for money through commissioning.

Therefore the proposed change has required a fundamental restructure of the current service.

The current structure no longer remains fit for purpose. Not only does the structure of the service need to reflect the changing priorities of commissioning in the city, there is a need to reduce the somewhat artificial separation of teams. This can create silo working and does

not allow teams to recognise where different functions within the service need to work together; to utilise available resource and expertise and to ensure that these are used within the wider service to meet service priorities.

There is a need to develop a structure that is less 'rigid' in terms of team functions and remits and encourages staff to work more 'fluidly', but at the same time develop a thematic/category way of working that aligns to new contractual arrangements to be commissioned imminently. The proposal is to divide into two hubs: the Commissioning and Marketing Development Hub and the Commissioning Delivery Hub.

Ultimately the proposed new structure seeks to:

- Ensure the service has the sufficient capacity and skills mix to deliver new commissioning arrangements and, is arranged in such a way to manage these effectively in the future
- To deliver a greater focus on the strategic role of commissioners to effect innovation and change in the local market
- To fulfil the councils market shaping duties as set out by the Care Act, including where interventions are required where the market is failing.
- To address key areas of risk within the care market that have yet to be mitigated or managed – this largely relates to 'unregulated' care services, and those available for adults of working age.
- To better support operational colleagues; by ensuring key functions support effective commissioning practice and that these are undertaken within the commissioning service. For example brokerage - particularly for adults of working age, management and development of the local market, and Identification of required provision and pricing.
- The proposed structure (please see appendix 1 and 2 for current, an proposed new structure) increases the overall establishment from 20.8 FTE to 23.8 FTE and attempts to align, much more effectively, all available resources to support activity that will be required to mobilise, embed and manage new commissioning arrangements effectively. To achieve this, all posts in the current structure have been deleted and new roles created.
- In addition to strategic commissioning leads, a clear market management structure is required to lead market management and contract performance activity more effectively for each of the newly commissioned service areas; care homes, supported living, homecare and CVS, day opportunities and Carers.
- This proposed restructure is not designed to achieve savings, rather to ensure the service can address much more effectively key commissioning priorities, the broader strategic aims of the directorate and Council and, the wider health and care system priorities defined in the STP and BCF as well as achieving greater value for money through the purchasing of services.
- The proposed new structure organises the service is to a 'Hub' model, the purpose of this is to engender a more cohesive, and more lateral approach to working both within hubs and across the entire service and department.

- The Commissioning and Market Development hub (CMDH) brings together strategic commissioning and robust contract performance management into one place and is designed to drive forward in a much more cohesive way; quality, innovation and the impact of commissioning within the department, wider council, with partners and the market
- Alongside the CMDH, there is a requirement to, have in one place, more operationally focused commissioning activity; and organising this in a way so activity required is sufficiently resourced to support new ways of working under the new commissioning model, encompassing quality monitoring activity as well as significantly increased brokerage activity.
- This has resulted in the development of a Commissioning Delivery Hub (CDH) These teams are together as one hub as they are the 'customer facing' end of the service, in that the majority of the work and functions they undertake, requires them to engage directly with our customers, their carers and providers on a day to day basis.

Who delivers/will deliver the policy, including any consultation on it and any outside organisations who deliver under procurement arrangements?

People Services DMT
 Head of Commissioning and Market Management
 Employees within the service
 Unions

Who are the main customers, users, partners, employees or groups affected by this proposal?

Current Employees within the service.

Due to the level of change in the service

Step 2 – collecting information and assessing impact

Who have you consulted and engaged with so far about this policy, and what did they tell you? Who else do you plan to consult with? – tell us here how you did this consultation and how you made it accessible for the equality groups, such as accessible locations, interpreters and translations, accessible documents.

A 45 day staff consultation period has undertaken with all current employees within the service and recognised Unions.

A presentation was delivered to staff and Union representatives by the HOS, outlining the rationale for change and the proposed new structure to be consulted at the outset of the consultation process.

Staff were also provided with a copy of the Achieving change document, setting out the proposed changes in more detail, as well as copies of the JIQs for all new posts.

During the consultation period a number of 121 meetings were undertaken with staff as well as with groups of staff; to answer any questions employees had about the proposed new structure and to clarify any queries.

A number of written submissions were also received by staff during the consultation period, which were considered by the HOS.

At the close of the 45 day consultation period, all written feedback was collated and considered and a detailed written response to all feedback received during consultation was provided to all staff. Unions did not submit any formal written feedback in response to the proposed new structure during consultation.

Feedback received showed that staff were broadly supportive of the proposed new structure.

No specific equalities issues were raised within feedback received from staff apart from some questions about current flexible working arrangements. Response to this feedback was that all current flexible working arrangements in place for staff would be considered within the implementation of the new structure. All current reasonable adjustments in place for any staff will remain in place.

A further query was raised regarding the need to have an Autism lead within the team. Response to feedback confirmed that there would be an identified Autism lead within the new structure.

It is therefore proposed that the new structure is implemented as set out in the AC document.

The slotting and matching process has been completed and this has resulted in a number of slots and comparable matches for all staff.

- 5 Using the skills and knowledge in your assessment team, and from any consultation you have done, what do you already know about the equality impact of the policy on particular groups? Also, use any other information you know about such as any customer feedback, surveys, national research or data. Indicate by a tick for each protected characteristic group whether this is a negative or a positive impact. If it's negative, fill in the mitigation section as well to explain how you are going to lessen the impact.**

Due to the number of staff effected by the restructure, a breakdown of the different equalities characteristics has not been detailed within this EIA as this could identify individuals , although equalities data of effected staff has been collected and considered by the group undertaking this EIA

Age

What do you already know?	Positive impact	Negative impact	Mitigation
<p>The age make-up of the current staff group is diverse to avoid any discrimination to any staff slotting and matching has been undertaken via the required policy and process – and based on the content of JIQs and current roles and responsibilities of staff and no other factors</p>	<p>X New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of work</p>		
<p>Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive selection process; some staff may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel disadvantages them compared to other staff and maybe worried or concerned about undertaking an interview</p>		<p>x</p>	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors
<p>As a result of the slotting and matching process, or as a result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role</p>		<p>x</p>	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and abilities to do the job and no other factors • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role
<p>Some staff may have been in their current role for some time, and have not taken on a new role for</p>		<p>x</p>	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio

What do you already know?	Positive impact	Negative impact	Mitigation
sometime			<ul style="list-style-type: none"> • Address any identified individuals training and development needs • Regular supervision/121s • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working

Disability

What do you already know?	Positive impact	Negative impact	Mitigation
There are some disabled colleagues in the team. to avoid any discrimination to any staff, slotting and matching has been undertaken via the required policy and process – and based on the content of JIQs and current employee roles and responsibilities and no other factors	X New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of work	x Disabled colleagues may feel concerned or worried about taking on a new role and the impact this may have on them	<ul style="list-style-type: none"> • All current reasonable adjustments in place to support disabled colleagues in their new role will remain unaffected by taking up a new role and these will be reviewed with disabled colleagues to ensure they remain effective in supporting individuals in their new role and to assess if any further reasonable adjustments are required.
Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive section process; disabled colleagues may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel		x	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors • Ensure any reasonable

What do you already know?	Positive impact	Negative impact	Mitigation
disadvantages them compared to other staff and they maybe worried about the process			<p>adjustments are identified and put in place to support any staff with a disability during the selection process</p> <ul style="list-style-type: none"> • Access the DCC disabled employee network for support
As a result of the slotting and matching process, or as a result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role		x	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and abilities to do the job and no other factors • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role • Access the DCC disabled employee network for support
Some staff may have been in their current role for some time, and have not taken on a new role for sometime and maybe worried or concerned about takin gup a new role		x	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio • Address any identified individuals training and development needs • Regular supervision/121s • Ensure any reasonable adjustments in current role are also in place when taking up the new role – undertaking an OH referral where appropriate • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working • Access the DCC disabled employee network for support

Gender identity- trans

What do you already know?	Positive impact	Negative impact	Mitigation
<p>The make-up of the current staff group is diverse and gender identity and to avoid any discrimination to any staff, slotting and matching has been undertaken via the required policy and process – and based on contents of JIQs and current roles and responsibilities and no other factors</p>	<p>X New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of work</p>		
<p>Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive selection process; some staff may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel disadvantages them compared to other staff and maybe worried or concerned about the process</p>		<p>x</p>	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors • Access support through the DCC LGBTQ plus network
<p>As a result of the slotting and matching process, or as a result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role</p>		<p>x</p>	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and abilities to do the job and no other factors • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role • Access support through the DCC LGBTQ plus network

Some staff may have been in their current role for some time, and have not taken on a new role for sometime		x	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio • Address any identified individuals training and development needs • Regular supervision/121s • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working • Access support through the DCC LGBTQ plus network
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Marriage and Civil Partnership

What do you already know?	Positive impact	Negative impact	Mitigation
The make-up of the current staff group is diverse and to avoid any discrimination with regard to employees marital status/civil partnership t slotting and matching has been undertaken via the required policy and process – and based on the contents of JIQs and current roles and responsibilities and no other factors	<p>X</p> <p>New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of work</p>		
Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive section process; some staff may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel disadvantages them		x	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors • Access support through the

compared to other staff and maybe worried or concerned about the process			DCC LGBTQ plus network
As a result of the slotting and matching process, or as a result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role		x	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and abilities to do the job and no other factors • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role • Access support through the DCC LGBTQ plus network
Some staff may have been in their current role for some time, and have not taken on a new role for sometime		x	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio • Address any identified individuals training and development needs • Regular supervision/121s • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working • Access support through the DCC LGBTQ plus network

Pregnancy and maternity

What do you already know?	Positive impact	Negative impact	Mitigation
The make-up of the current staff group is diverse and pregnancy/maternity will not create any disadvantage to any staff as slotting and matching has been undertaken via the required policy and process – and based on current roles and responsibilities and no other factors	X New structure and posts will make roles and responsibilities much clearer for individual		

<p>Were any staff pregnant or on maternity leave on implementation of restructure a comparable post would be offered to them without the need to undertake an interview</p> <p>There are no know pregnant employees in the services and none on maternity leave.</p>	<p>s and allow for much greater clarity regarding individual portfolios of work</p>		
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Race

What do you already know?	Positive impact	Negative impact	Mitigation
<p>The make-up of the current staff group is diverse and to avoid any discrimination regarding slotting and matching has been undertaken via the required policy and process – and based on the content of JIQs and current roles and responsibilities and no other factors</p>	<p>X New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of work</p>		
<p>Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive section process; some staff may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel disadvantages them compared to other staff.</p>		<p>x</p>	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors • Access support through the DCC BME employee network
<p>As a result of the slotting and matching process, or as a</p>		<p>x</p>	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and

result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role			<p>abilities to do the job and no other factors</p> <ul style="list-style-type: none"> • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role • Access support through the DCC BME employee network
Some staff may have been in their current role for some time, and have not taken on a new role for sometime		x	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio • Address any identified individuals training and development needs • Regular supervision/121s • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working • Access support from the DCC BME employee network

Religion or belief or none

What do you already know?	Positive impact	Negative impact	Mitigation
The make-up of the current staff group is diverse, to avoid any discrimination in relation to staff with religious beliefs slotting and matching has been undertaken via the required policy and process – and based on content of JIQs and on current roles and responsibilities and no other factors	X New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of		

	work		
Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive selection process; some staff may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel disadvantages them compared to other staff and may feel worried or concerned about the process		x	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors • Were any staff to identify a date for an interview could impact on their ability to fulfil their religious beliefs dates and times would be changed to accommodate this.
As a result of the slotting and matching process, or as a result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role		x	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and abilities to do the job and no other factors • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role
Some staff may have been in their current role for some time, and have not taken on a new role for sometime		x	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio • Address any identified individuals training and development needs • Regular supervision/121s • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working. • Flexible working arrangements to take account of observance of religion or beliefs and time off for religious ceremonies etc and time during the day

Sex

What do you already know?	Positive impact	Negative impact	Mitigation
<p>The make-up of the current staff group is diverse, to avoid any discrimination based on sex slotting and matching has been undertaken via the required policy and process – and based on the contents of JIQs and current roles and responsibilities and no other factors. Grading of new roles has taken place via the required JE panel process to ensure there can be no discrimination based on sex.</p>	<p>X New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of work</p>		
<p>Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive section process; some staff may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel disadvantages them compared to other staff.</p>		<p>x</p>	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors
<p>As a result of the slotting and matching process, or as a result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role</p>		<p>x</p>	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and abilities to do the job and no other factors • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role
<p>Some staff may have been in their current role for some time, and have not taken on a new role for sometime</p>		<p>x</p>	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio • Address any identified individuals training and development needs

			<ul style="list-style-type: none"> • Regular supervision/121s • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working
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Sexual orientation

What do you already know?	Positive impact	Negative impact	Mitigation
The make-up of the current staff group is diverse and to ensure there is no discrimination based on sexual orientation slotting and matching has been undertaken via the required policy and process – and based on the content of JIQs and current roles and responsibilities and no other factors	X New structure and posts will make roles and responsibilities much clearer for individuals and allow for much greater clarity regarding individual portfolios of work		
Where staff are a comparable match to new roles or are a slot to a new role in the new structure that will require them to participate in a competitive section process; some staff may have not taken part in an interview process for some time or not have much experience of a competitive interview process; which they may feel disadvantages them compared to other staff and maybe worried or concerned about the process		x	<ul style="list-style-type: none"> • Ensure all staff have access to support regarding the interview process • A diverse panel of at least 3 members to undertake interviews • Ensure staff have sufficient time to prepare for the interview process • Interview questions that focus on the key skills and abilities to do the job and no other factors • Access support by the DCC LGBTQ plus network
As a result of the slotting and matching process, or as a		x	<ul style="list-style-type: none"> • Interview questions that focus on the key skills and

<p>result of being unsuccessful as part of a competitive selection process, some current employees may be slotted into posts that are graded lower than their current role</p>			<p>abilities to do the job and no other factors</p> <ul style="list-style-type: none"> • Where this occurs, pay protection will apply for a period to mitigate the impact of any reduction in salary when slotted into the new role • Access support by the DCC LGBTQ plus network
<p>Some staff may have been in their current role for some time, and have not taken on a new role for sometime</p>		<p>x</p>	<ul style="list-style-type: none"> • Appropriate support for staff to take up new role/manage new work portfolio • Address any identified individuals training and development needs • Regular supervision/121s • Consider current or new flexible working arrangements in line with business need e.g. reduced hours within FTE role, working from home and agile working • Access support by the DCC LGBTQ plus network

Important - For any of the equality groups you don't have any information about, then make it an equality action at the end of this assessment to find out. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. You can get lots of information on reports done from organisations' websites such as the Equality and Human Rights Commission, Stonewall, Press for Change, Joseph Rowntree Trust and so on. Please don't put down that the impact affects 'everyone the same' – it never does!

6 From the information you have collected, how are you going to lessen any negative impact on any of the equality groups? How are you going to fill any gaps in information you have discovered?

Any perceived negative impacts and how these will be mitigated are set out in the above section of this EIA. The negative impacts identified could impact any of the equality group listed hence detailed mitigations identified for all group

Step 3 – deciding on the outcome

7 What outcome does this assessment suggest you take? – You might find more than one applies. Please also tell us why you have come to this decision?

Outcome 1		No major change needed – the EIA hasn't identified any potential for discrimination or negative impact and all opportunities to advance equality have been taken
Outcome 2		Adjust the policy to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?
Outcome 3	x	Continue the policy despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • sufficient plans to stop or minimise the negative impact • mitigating actions for any remaining negative impacts • plans to monitor the actual impact.
Outcome 4		Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination

Our Assessment team has agreed Outcome number(s)

3

Why did you come to this decision?

Whilst some negative impacts have been identified, that could impact any of the equality groups, in particular the impact of being slotted or matched to a post in the new structure that has resulted in a downgrading of grade sufficient mitigating actions have been identified that will minimise any impact on any group or remove any negative impacts completely including pay protection for a period to mitigate the impact of a reduction in salary

If you have decided on **Outcome 3**, then please tell us here the justification for continuing with the policy. You also need to make sure that there are actions in the Equality Action Plan to lessen the effect of the negative impact. This is really important and may face a legal challenge in the future.

If you have decided on **Outcome 4** then if the proposal continues, without any mitigating actions, it may be likely that we will face a legal challenge and possibly a Judicial Review on the process - it is really important that the equality impact assessment is done thoroughly, as this is what the Judge will consider.

Step 4 – equality action plan – setting targets and monitoring

8 Fill in this table with the equality actions you have come up with during the assessment. Indicate how you plan to monitor the equality impact of the proposals, once they have been implemented.

Equality Action Plan –setting targets and monitoring

Age

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
taking up new roles			
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Disability

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in taking up new roles	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Gender identity - Trans

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in taking up new roles	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Marriage and Civil Partnership

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in taking up new roles	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Pregnancy and maternity

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in taking up new roles	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Race

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in taking up new roles	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Religion or belief or none

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in taking up new roles	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Sex

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current	Minimise any negative impacts	Immediately - HOS	EIA group

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
roles and responsibilities of current employees and no other factors			
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any selection processes or in taking up new roles	Minimise any negative impacts	On implementation of the restructure and on going HOS and line managers	Though 1-2-1s
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

Sexual orientation

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Ensure the slotting and matching process is undertaken based on the contents of JIQs and current roles and responsibilities of current employees and no other factors	Minimise any negative impacts	Immediately - HOS	EIA group
Put in place support mechanisms and any required reasonable adjustments and flexible working arrangements to ensure no employees are disadvantaged during any	Minimise any negative impacts	On implementation of the restructure and on going	Though 1-2-1s

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
selection processes or in taking up new roles		HOS and line managers	
Ensure any employees who take up a role that has resulted in a reduction in salary receives the required pay protection	Minimise any negative impacts	On implementation of the restructure and on going HOS	Via HR

We can give you this information in any other way, style or language that will help you access it. Please contact us on: 01332 643722
Minicom: 01332 640666

Polish

Aby ułatwić Państwu dostęp do tych informacji, możemy je Państwu przekazać w innym formacie, stylu lub języku.

Prosimy o kontakt: **01332 643722** Tel. tekstowy: 01332 640666

Punjabi

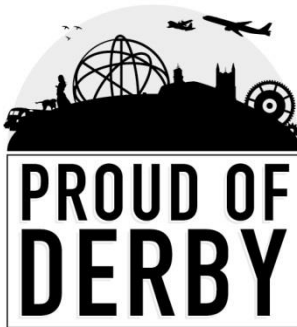
ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ **01332 643722** ਮਿਨੀਕਮ 01332 640666 ਤੇ ਸੰਪਰਕ ਕਰੋ।

Slovakian

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Skontaktujte nás prosím na tel.č: 01332 643722 Minicom 01332 640666

Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم **01332 643722** پر ہم سے رابطہ کریں۔



Derby City Council