



# Employment Equality Impact Assessment Screening Form

**PLEASE READ EMPLOYMENT EQUALITY IMPACT ASSESMENTS GUIDANCE FOR SERVICE HR TEAMS WHEN COMPLETING THIS FORM**

## 1. Summary Information

Name of policy / project/ service reform?	Tomorrow's Support Services (TSS) Programme –Customer & Business Services (CBS) Service Reform.
Project duration	Phase 1 – Dec 2014 – May 2015
What is the aim or purpose of the policy, strategy or service reform?	<p>Our Education and Social Work staff are based in locations across the city, over a wide geographical spread. We aim to organise the right work, in the right location, with the right people. A revised phased operating model will be implemented with Phase 1 in April/May 2015 and is geared to drive productivity and innovation within city centre locations, area hub locations and area office locations. By creating the same model for shared services across CBS we can continually look at ways to bring like work together in both the city centre and areas to deliver sustainable services for the council.</p> <p>This means a locational transfer for 87 staff who currently work in one of our 350 education establishments. Given we have over 750 education staff this equates to 11.6%. The total CBS workforce is approx. 2,600 and this equates to 3.3%</p> <p>Going forward similar work across geographical areas will come together, where appropriate, to be delivered from area hubs. We expect our area hubs to be located in each of the main geographical areas that our clients currently deliver services from: in the City Centre, North West, North East and the South. Some of the work we do will continue to be based in current area locations, such as a school office, social work unit, local customer service counters or a land depot and some staff may remain unaffected. This will be introduced by a phased process.</p>
Which employees may be affected?	CBS - SWS and Education Administration and Clerical staff (current split)
Who is responsible developing this policy, strategy or service reform?	CBS

## 2. Does this proposed change have a potential impact on employees?

	No	Yes	If yes provide summary explanation
a) Introduce a new policy or amends an existing policy affecting employees?	X		
b) Involve a change of departmental or service structure?		X	The CBS service structure has been revised following area review by the alignment of service support into business functional areas.



# Employment Equality Impact Assessment Screening Form

c) Involve a reduction or increase in workforce?	X		The move to Area Hubs will not in itself reduce the workforce; as part of the TSS programme, the reducing and rebalancing of work will allow the natural staff attrition to be covered without increasing recruitment due to process improvements and workload reduction by re-organising workflows and support activities.
d) Change employees' terms and conditions	X		
e) Change employees' working hours?	X		
f) Change employees' work location?		X	Locations will be affected for around 87 number of employees in Phase 1, commencing 27 April 2015. In Phase 1 an area hub, based in Maryhill will go live, with the expectation that 22 staff will be transferred to this functional hub with the remainder moving into the already city centre hub.
g) Change aspect of employees' physical work environment?		X	This location is currently utilised by CBS Revenue & Benefits staff and complies with all the relevant GCC policy requirements.
h) Introduces new or amends existing working practices for employees?	X		

3. Equality Act 2010 Screening Questions				
Question	Protected Characteristic	Potential Impact		
		Positive	Negative	Neutral/Unknown
a) Will this policy, strategy or service reform impact on any employee groups shown opposite in different or particular ways?  Please provide summary explanation(s) in the appropriate column(s).	Employees of different ages			The proposal affects all "in-scope" employees regardless of age.
	Employees with a disability	Where physical location moves are required, this may impact on employees with disabilities. This is considered positive because we will actively engage with disabled employees and relevant managers to ensure appropriate reasonable adjustments are in place. We will also take all relevant		



# Employment Equality Impact Assessment Screening Form

		opportunities to ensure our communications about the programme are accessible to disabled employees.		
	Employees who intend, plan to undergo are under going or have undergone gender reassignment			The proposal affects all in scope employees regardless of whether they intend, plan to undergo or have undergone gender re-assignment.
	Employees who are pregnant or subject to maternity arrangements	Employees who are on maternity leave are included in all Programme communications. Additional steps have been taken to ensure that all staff on maternity leave have been included in all Expressions of Interest/Expressions of Preference communications specifically as well as all other programme communications.		
	Employees belonging to race, cultural and ethnic groups			The proposal affects all "in-scope" employees regardless of race, cultural and ethnic group.
	Employees who have a religion or belief, or who do not			The proposal affects all "in-scope" employees regardless of religion or belief.
	Female and Male			The current CBS



## Employment Equality Impact Assessment Screening Form

	employees			gender profile is 17% male, 83% female. The proposal will not change this demographic but will mean that female employees will be most affected. This however, is due to the demographic of CBS and not gender.
	Employees who are gay, lesbian, bisexual, heterosexual			The proposal affects all "in-scope" employees regardless of sexual orientation.



# Employment Equality Impact Assessment Screening Form

	Employees with caring responsibilities			Whilst no employees affected have indicated caring responsibilities as a potential difficulty at this stage, it is expected that going forward the locational change may impact employees if there is a lack of volunteers. At this stage enough employees have volunteered. As the programme continues, this exercise will be repeated .
	Full Time Employees	Hours will not be affected unless requested by employee. The Expressions of Interest and Expressions of Preference process ensures that we capture this detail for all employees.		
	Part Time Employees	Hours will not be affected unless requested by employee. The Expressions of Interest and Expressions of Preference process ensures that we capture this detail for all employees.		



# Employment Equality Impact Assessment Screening Form

Question	Protected Characteristic	Potential Impact	Activity to stop or minimise impact
<p>b) Is there a risk that any part of this policy, strategy or service reform could cause discrimination (either directly or indirectly), harassment or victimisation to any of the groups opposite?</p> <p>If so please provide a summary explanation of the impact along with any activity you will take to stop or minimise impact.</p>	Employees of different ages	<p>The potential impact could be that employees with long service, in one location, may be transferred to a new location.</p> <p>Pregnant employees and those on maternity leave may be subject to a locational change before or after maternity leave.</p> <p>Employees with a disability may be affected by a locational transfer and new building, affecting those with mobility issues.</p>	<p>Expressions of Interest process which seeks volunteers and the Expressions of Preference process which encourages individuals to select their priority issues, will reduce the impact, if any, in all of these categories.</p> <p>We have taken an approach to inform and cascade information to staff through a variety of methods, including engaging staff on long term sick, maternity or paternity leave, 1 to 1 discussions with management, written communications, FAQ's and briefings. Staff on sick/maternity leave have also received communications in relation to Expressions of Interest and Expressions of Preference to ensure that they are included. All managers were also advised to ensure that communications in respect of Phase 1 was discussed during update /contact occasions with these staff groups ie KIT days etc.</p> <p>The building in which the hubs is based will be/has been fully impact assessed and no issues have been identified. Risk assessments for individual employees with a disability or those who are pregnant will be carried out per standard procedure.</p> <p>Staff have flexibility to opt into the change through expression of interest (those interested in specific work that will be delivered from another location) and</p>
	Employees with a disability		
	Employees who intend, plan to undergo are under going or have undergone gender reassignment		
	Employees who are pregnant or subject to maternity arrangements		
	Employees belonging to race, cultural and ethnic groups		
Employees who have a religion or belief, or who do not			
	Female and Male employees	Current gender demographic is 17% male/83% female	



# Employment Equality Impact Assessment Screening Form

			<p>provide feedback through expression of preference (to explain their preferences on the type of work and their type of location)</p> <p>Where we identified a specific work activity that affected a small staff group, the approach taken was to engage through 1-2-1 discussions with individuals about the opportunity and choices available to the employee and the alternative options available to them. We will continue to use the same methods to inform, engage and communicate. This programme will be ongoing and continues over the next 3-years.</p> <p>The Expressions of Interest process and our efforts to match volunteers with location and roles will reduce the impact. We will continue to utilise this route and in the event, over the next 3 years of the programme, there is not a match between the needs of the operation and volunteers then a number of mitigating activities will be undertaken, including offering or exploring flexible working, mobile working, amended working patterns, hours, home working.</p> <p>We are operating to the council's Equal Opportunities policy and the Equality Act.</p>
	<p>Employees who are gay, lesbian, bisexual, heterosexual or in a</p>	<p>No impact.</p>	<p>Expressions of Interest process will reduce the impact, if any.</p>



# Employment Equality Impact Assessment Screening Form

	<p>Civil Partnership</p> <p>Employees with caring responsibilities</p>	<p>Due to the high number of female employees it is likely that a high number of employees with caring responsibilities will be affected.</p>	<p>The Council has a number of policies which we utilise to support staff with this characteristic if required:</p> <p>All staff were given the opportunity to have 1 to1 meetings with their manager to raise and discuss anything related to the opportunities and/or change and protected characteristics.</p> <p>Staff engagement:</p> <ul style="list-style-type: none"> <li>• Stand Up Catch Ups</li> <li>• PCRs, 1-2-1</li> <li>• Staff Forums</li> <li>• Communication Briefings</li> <li>• Managers Briefings</li> <li>• Employee Voice</li> <li>• Expression of Preference</li> <li>• Expression of Interest</li> <li>• 1-2-1 resourcing discussions</li> <li>• Staff survey</li> </ul> <p>Client Engagement</p> <ul style="list-style-type: none"> <li>• Meetings, stakeholder sessions, board and steering group meetings, updates to CMG and Service Reform</li> </ul> <p>TU Engagement</p> <ul style="list-style-type: none"> <li>• Regular meetings in place with all council affiliations, UNITE, GMB and UNION</li> </ul> <p>Human Resources</p> <ul style="list-style-type: none"> <li>• Regular updates and meetings</li> </ul>
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# Employment Equality Impact Assessment Screening Form

	Full Time Employees	No	
	Part Time Employees	No	
Question	Three needs of Equality Act 2010	Summary explanation	
c) Please review how this policy, strategy or service reform may help us to achieve the three needs of the Equality Act as shown opposite and provide a summary explanation in the end column.	Eliminate unlawful discrimination, harassment and victimisation.	There is minimal impact, <b>due to</b> the measures we have put in place, as outlined above.  All Staff in Education are included in our communications. There <b>is</b> no differential between those who share a relevant protected characteristic and those who do not. The details that evidence this are included in the commentary above. We have taken the widest scope of seeking volunteers from this area of our workforce and this in itself ensures that we meet the three identified needs of the Equality Act.	
	Advance equality of opportunity between people who share a relevant protected characteristic and those who don't		
	Foster good relations between people who share a protected characteristic and those who don't.		

4. Conclusion			
	Yes	No	Explanation
a) Should you proceed to a full EEqIA for this policy or decision?  Please provide a brief statement explaining why you have made this decision.		X	There is no requirement to proceed to a full EEqIA as, whilst there is an impact on female employees, this is disproportionate due to the existing gender split of the service.  Due to some relocation requirements, there may be an impact on those with caring responsibilities. However, we may require to amend some arrangements, but flexibility and options described above and particularly the emphasis on volunteers, means that this impact will be entirely or predominantly mitigated.  This reform will have no negative impact on our workforce.
<ul style="list-style-type: none"> <li><b>If you are proceeding to a full EEqIA please refer to the template EEqIA.</b></li> <li><b>If you are not proceeding to a full EEqIA please answer the questions below:</b></li> </ul>			
b) Did you identify anything in parts 2 or 3 which you have incorporated into the policy development or policy, strategy or service reform implementation plan? If yes, please provide a brief statement about this opposite.	Yes - details of CBS actions for the implementation of this programme are detailed above.		



## Employment Equality Impact Assessment Screening Form

c) Have you identified anything which is likely to change during the implementation stages of the policy, strategy or service reform which would result in your reviewing this screening?

If yes, please provide a brief statement opposite.

Yes - We have anticipated that during this phased programme, the position may change in that the number of employees volunteering for re-location reduces and compulsory selection is required. This has not yet occurred, however, we have detailed this in the assessment of mitigating actions. We will review the requirements for a full EEqIA throughout implementation of this phased programme.

d) Have you added Equality into the implementation plan for this policy, strategy or service reform?

Yes

### 5. Screening Sign off

I confirm I have reviewed the guidance and agree with the information detailed on this EEqIA screening document:

**Signature of HR Manager: Christine Brown, Strategic HR Manager, Corporate Services**