

### Equality Impact Assessment

<b>Title of the policy</b>	Future Options Recommendation for HDC Service Delivery 2011-2015
<b>Date</b>	06/10/11
<b>Lead Officer</b>	Jenny Stephens
<b>Who else is involved in undertaking this assessment?</b>	Deb Blake(Customer services Team Leader); Jayne Wisely (Cultural Services Manager); Jenny Stephens (Business Development and Transformation), Councillor Blake Paine, Councillor Sarah Hill

#### Step 1 – Overview of policy/function being assessed

<b>A. Outline: What is the purpose of this policy? (specify aims and objectives)</b>
To provide a recommendation to Full Council for decision on 31 <sup>st</sup> October 2011 of adopting an in-house transformation programme. This recommendation is based upon research undertaken during the course of the project as well as emerging findings from the Future Options Project 2011. The report/ recommendation to Full Council will indicate a need for a phased approach which will be based on short to medium term timelines. This EIA is assessing the impact of implementing a transformation programme within the Council. The transformation programme will look at processes, service delivery, culture, and a means of being effective and efficient on an ongoing basis – continuous improvement. It will also ensure that the Council services is fit for purpose which would then stand the Council in good stead to achieve sustainable savings and resilience by exploring further options through outsourcing, shared services and the possibility of a shared CEO and Management Team
<b>B. What specific groups is the policy designed to affect/impact?</b>
All stakeholders including other public organisations, voluntary groups, community groups, residents, visitors, business, staff, Councillors Council Partners and Council Contractors.
<b>C. Which groups have been consulted as part of the creation or review of the policy?</b>
Citizen Panel; Other Councillors from other authorities, staff, HDC Members, residents, local business, existing stakeholders and partners.

#### Step 2 – What we already know and where there are gaps

<b>A. List any existing information/data you have/monitor about different diverse groups in relation to this policy? Such as in relation to ethnicity, religion, sexual orientation, disability, age, gender, transgender etc.</b>
<ul style="list-style-type: none"> <li>§ Data captured on e: effect – Equality &amp; Diversity data base tool.</li> <li>§ CCC</li> <li>§ Benefit forms</li> <li>§ Assisted Bin Collection Data</li> </ul>

- § SHARPS resident collection data
- § Active Together data Base
- § Exercise Referral Data Base
- § Employee and Member Data Base
- § Building Control access to service data base
- § Home Search Data Base
- § Life Line Data Base
- § Community Safety – Hate Crime and Domestic Crime Information – Victims of Crime
- § Electoral Roll
- § MOSAIC

**B. What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (please list)**

Historically there has been no overall monitoring system in place or co-ordinated usage of the data to form future policy and service decisions/strategies. The recently formed HDC Equalities Board is now starting to provide a framework to plan and monitor the usage of data as well as assess the completion of EIA's relating to changes in policy or service delivery.

Corporately there is a need to:

- understand who is going to collect the data relating to equalities, where it is going to be stored and in what format and the relevance/quality of data – is it fit for purpose.
- who will have access to the data how will it be monitored and utilised to assist in the transformation programme and ultimately service delivery.

Future impact assessment which will evolve as a necessity during the transformation programme cannot be evidenced if there is a lack of data/information to assess the impact on the following characteristics.

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex
9. Sexual orientation

Example of available information which would need to be assessed include:

- Complaints and comments
- Consultation
- Previous EIA's

- Anecdotal and other evidence
- in-house expertise, especially front line employees
- issues raised with or by Elected Members
- DECS Reviews or other reviews
- customer satisfaction surveys
- results of any previous consultation, focus groups or surveys
- employee opinion surveys
- inspectorate and review reports
- monitoring information, including employment
- local research findings
- service user profiles/statistics – applications for a service, allocations, take up
- other local authorities
- our partner organisations
- library or internet searches

### Step 3 – Do we need to seek the views of others? If so, who?

#### **A. In light of the answers you have given in step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.**

Age is a characteristic that would need to be acknowledged as a major consideration as there could be a need for resource to be specifically targeted on consultation, engagement, training and development as the propensity for Members, staff and residents is an ageing workforce and significantly ageing community. From a communities aspect consideration would need to be given to how changes to service delivery would impact residents and businesses not only now, but also in future years when the district's population is projected to show a change within the 60+ age bracket from 2011 of + 13.1% by 2016 and 62.4% by 2031 (based on ONS data)

All other protected characteristics would have to be considered and quantified to assess impact.

Members profile would have to be ascertained to understand impact of any change programme. Consultation will be needed with Members to assess the level of ICT skills and skills needed to champion the transformation programme.

For local information use websites and other national statistics to establish profile of district.

Use the data collected by Leicestershire Equalities Partnership to assist in profiling. Current service delivery is non discriminatory across all characteristics so this would have to be retained during the service redesign programme.

Understand where the contact from citizens to the council is coming from, through assessment of contact by phone, face to face, email and letter by cross referencing postcodes against MOSAIC to build a profile of characteristics and map across the district using GIS.

Engaging all staff from onset to understand citizen contact, levels of customer focus within service areas. Cultural change will impact all – whole organisation will need to embrace change programme – will need to understand pre conceived perceptions and what outcome is desired from change programme to implement a cultural change programme.

#### Step 4 – Assessing the impacts

	<p><b>In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the groups specified and provide an explanation for your decision. (please refer to the general duties on the front page)</b></p>																					
<p><b>A. Age</b></p>	<p><b>Organisation</b></p> <ul style="list-style-type: none"> <li>The Council's workforce profile (as at 9<sup>th</sup> August 2010 &amp; 2011) is currently made up of the following employees.</li> </ul> <table border="1" data-bbox="370 873 1373 1171"> <thead> <tr> <th colspan="3">Number of employees (% of workforce)</th> </tr> <tr> <th>Age Group</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>20-29</td> <td>26 (9.9%)</td> <td>26 (11.2%)</td> </tr> <tr> <td>30-39</td> <td>62 (23.6%)</td> <td>57 (24.6%)</td> </tr> <tr> <td>40-49</td> <td>81 (30.1%)</td> <td>70 (30.2%)</td> </tr> <tr> <td>50+</td> <td>94 (35.7%)</td> <td>79 (34.1%)</td> </tr> <tr> <td><b>Total</b></td> <td><b>263</b></td> <td><b>232</b></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>From October 2011, employers will no longer have the right to retire employees who reach the age of 65.</li> <li>The Council currently has no employees under the age of 24.</li> </ul> <p><b>Positive impact</b> – potential developments will include flexible and mobile ways of working; mixed location working; home working as well as cross organisational methods of working. These models will suit lifestyles based on parenthood, caring duties, quality of life in terms of reduced time spent travelling to and from work as well as increased productivity. Cultural change will provide opportunities for innovation and development leading to new skills being learnt within the organisation. Will provide opportunities for mixed age groups to interact and learn together passing on knowledge and life skills.</p> <p><b>Negative Impact</b> – fear of change, less people employed leading to internal conflict. Cynicism exists based on previous experience. Will have to assess impact across all age groups. Potential reassignment of roles, duties and responsibilities will mean that confidence in own ability is affected – support to achieve will be needed. Some more mature</p>	Number of employees (% of workforce)			Age Group	2010	2011	20-29	26 (9.9%)	26 (11.2%)	30-39	62 (23.6%)	57 (24.6%)	40-49	81 (30.1%)	70 (30.2%)	50+	94 (35.7%)	79 (34.1%)	<b>Total</b>	<b>263</b>	<b>232</b>
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members of workforce could choose to leave rather than go through the transformation programme leading to loss of knowledge and experience to pass on and develop others. Pace of change may be too quick again for those colleagues who have been working at the council for an extended period of time – consideration will have to be given for adaptable styles of delivery and coaching.

### Community Impact

Population Projections for Harborough District (1000's)					
	2011	2016	2021	2026	2031
0-19	20.0	20.3	20.7	21.2	21.5
20-29	6.6	6.6	6.3	6.1	6.5
30-39	9.2	9.2	10.3	10.6	10.1
40-49	14.5	13.3	11.6	12.0	13.4
50-59	12.0	13.7	14.8	13.7	12.2
60+	22.1	25.0	28.3	32.6	35.9
<b>TOTAL</b>	<b>84.4</b>	<b>88.1</b>	<b>92.0</b>	<b>96.2</b>	<b>99.6</b>

The 60+ population of Harborough is projected to increase is proportionately to any other age group in the district. The number of people within this age bracket is expected to rise by 62.4%, to form 36% of the districts total population in 2031. The table below shows the age breakdown of over 60s in the Harborough District (figures are in 1000's).

	2011	2016	2021	2026	2031
<b>60-69</b>	11.1	11.7	11.9	13.7	14.6
<b>70-79</b>	6.7	8.1	10.1	10.8	11.1
<b>80-89</b>	3.6	4.2	5.0	6.3	7.9
<b>90+</b>	0.7	1	1.3	1.8	2.3
<b>Total 60+</b>	<b>22.1</b>	<b>25.0</b>	<b>28.3</b>	<b>32.6</b>	<b>35.9</b>
<b>Projected % change within the 60+ age bracket from 2011</b>		+ 13.1%	+ 28.1%	+ 47.5%	+ 62.4%

Projected aging population over next 20 years will need to understand how this will impact on communities. Benchmarking exercises of what residents actually want and review during process by age categories could be an option as a means of establishing how the services will need to be developed longer term to meet those demands.

### Positive Impact

Better interaction with younger population – potentially opportunity for engagement and community spirit – life skills transfer. Currently low levels of deprivation within the district, high % of residents have qualifications equivalent to NVQ4 and above compared to national average so community engagement could help with innovation and transformation.

	<p><b>Negative Impact</b> Possibility exists that there will be a resistance to change – fear of the unknown As the population ages reliance on certain services such as assisted bin collections could increase. Need to understand what the concerns and fears of the ageing population are. Ensure during the transformation programme avenues of access to services ensure that all age groups are catered for.</p>
<p><b>B. Disability (physical, visual, hearing, learning disabilities, mental health)</b></p>	<p><b>Organisation</b></p> <p><b>Positive Impact</b> Updating equipment to ensure that employee needs can be addressed in terms of any disability. Smarter way of working would ensure all processes are user friendly and streamlined, allowing all colleagues with varying levels of learning the ability to work effectively.</p> <p>RTW interviews will need to be more sensitive to the impact of a transformation programme on individual colleagues or Members.</p> <p><b>Negative impact</b> Potentially stress levels within colleagues could rise which will have an impact on colleagues and Members, therefore an awareness of any potential mental health issues and how to spot early symptoms could be identified as an early training need. Both Members and colleagues might have not declared any form of disability presently so if identified during the transformation programme, they would need to be treated with sensitivity and supported.</p> <p>Stress relating to elected Members. Members group and individual leaders need to be aware of impact of any transformation programme; need to regularly keep abreast of what impact the change programme is having amongst their own party members.</p> <p>Need to acknowledge learning disabilities and preferred learning methods that may exist – learning styles will be different and the speed at which the training is retained will be different. Need to ensure all needs are catered for.</p> <p>Jargon/terminology could have negative impact. Plain English should be followed. Allowance in terms of time needs to be understood and factored in.</p> <p><b>Communities</b></p> <p><b>Positive Impact</b> Through transformation programme opportunity will present itself to actively understand the community’s needs, which will identify elements within the community who have disabilities or organisations who offer support to those in need of assistance. This has a bearing on how</p>

	<p>services could be delivered or also targeted at differing needs.</p> <p><b>Negative Impact</b> Risk exists that if this protected characteristic is not consulted that services which currently support those with disabilities and learning difficulties could change for the worse for those residents or groups relying on the council's services.</p> <p>Jargon/terminology used by Council could have negative impact. Plain English should be followed – work towards achieving Crystal mark</p>									
<b>C. Gender / Sex</b>	<p><b>Organisation</b></p> <ul style="list-style-type: none"> <li>The table below shows the male/female split of the HDC workforce as (as at 9<sup>th</sup> August 2010 &amp; 2011).</li> </ul> <table border="1" data-bbox="474 726 1109 842"> <thead> <tr> <th></th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td><b>Male</b></td> <td>105</td> <td>92</td> </tr> <tr> <td><b>Female</b></td> <td>158</td> <td>140</td> </tr> </tbody> </table> <p><b>Organisation</b> <b>Positive Impact</b> Targeting certain service areas solely within the transformation programme that are either totally male or female orientated in terms of transformation/organisational restructure could potentially shift the gender make up of the organisation and within service areas.</p> <p><b>Negative Impact</b> Targeting certain service areas solely within the transformation programme that are either totally male or female orientated in terms of transformation/organisational restructure could potentially shift the gender make up of the organisation and within service areas.</p> <p><b>Communities</b> <b>Positive impact</b> Through transformation programme opportunity will present itself to actively understand the community's needs within this protected characteristic.</p> <p><b>Negative impact</b> Without understanding how this characteristic is integral/reliant on the services currently offered and change programme could have a negative effect.</p>		2010	2011	<b>Male</b>	105	92	<b>Female</b>	158	140
	2010	2011								
<b>Male</b>	105	92								
<b>Female</b>	158	140								
<b>D. Religious Belief</b>	<p><b>Organisation and Community</b> Could be negative impact with the alteration of the working week and changed hours of operation which could result from a transformation programme. Could impact on differing faiths in terms of both community and residents. Would need to be individually assessed.</p>									

	<ul style="list-style-type: none"> <li>• Currently 78% of the population identify themselves as being Christian.</li> <li>• The next largest faith group is Hindu (0.47%), although (over 20.6%) state that they have no religion.</li> </ul>
<b>E. Racial Group</b>	<p><b>Organisation and Community</b></p> <p>Service provision could impact on colleagues who are from different racial groups as cultural practices/behaviours could be affected.</p> <p>Acknowledgement needed that an unknown impact at this stage will exist on the community</p> <ul style="list-style-type: none"> <li>• The main ethnic group of Harborough is white.</li> <li>• The BME population of Harborough is 3,257 or 4.2% of the population</li> <li>• The largest ethnic groups are Other White (1,131 people), Indian (631 people) and Irish (488 people)</li> </ul>
<b>F. Sexual Orientation</b>	No impact
<b>G. Transgender</b>	No impact
<b>H. Other protected groups (pregnancy &amp; maternity, marriage &amp; civil partnership)</b>	<p><b>Organisation and Community</b></p> <p>Any change would have to respect and abide by employment and national law. Unknown at this stage</p>
<b>I. Other socially excluded groups (low literacy, priority neighbourhoods, socio-economic, etc)</b>	<p><b>Organisation</b></p> <p><b>Positive Impact</b></p> <p>Through the need and process to understand the community's needs and requirements of the council in terms of shaping and transforming future service delivery, an understanding and demand for council services will be gained of this particular group.</p> <p><b>Negative Impact</b></p> <p>Potential negative impact if terms of condition of employment change on colleagues financial status – potentially they could be made redundant and fall into the community vulnerable group.</p> <p>Employees who are or become carers could both be positive or negative impact if home working becomes part of their service delivery. Home working could impact on groups who live in overcrowded or shared accommodation.</p> <p><b>Communities</b></p> <p><b>Positive Impact</b></p> <p>Through the need and process to understand the community's needs and</p>



	<p>requirements of the council in terms of shaping and transforming future service delivery, an understanding and demand for council services will be gained of this particular group.</p> <p><b>Negative Impact</b> Without understanding how this characteristic is integral/reliant on the services currently offered and change programme could have a negative effect.</p>
<b>J. All</b>	<p><b>Organisation and Community</b> Any change would have to respect and abide by employment and national law. Unknown at this stage</p>

**Step 5 – Action Plan**

<b>Please include any identified concerns/actions/issues in this action plan: The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan</b>			
<b>Question Number (Ref)</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Target Date</b>
	For each service are or transformation programme that will lead to a change in service delivery or policy there need to be an EIA completed prior to roll out as well as reviewed during and after the process to assess impact on each protected characteristic. There would need to be an EIA for each change/transformation work stream which impacted on a change to policy or service provision involving representatives from the community, partners, member, employees( both actively involved in the service, an independent critical friend as well as a front facing service area i.e. customer services)	Anna Graves Jenny Stephens	To be defined
	Obtain Citizen’s panel view using broad question to feed into EIA for assessing external impact from any transformational programme. This facilitates an avenue as a means of feeding into the transformation programme work stream.	Anna Graves Rachael Abbott	To be defined
	Any Council partners or contractors must be assessed in terms of their service provision and reviewed on an ongoing basis in terms of positive/negative impact on protected characteristics	Anna Graves	To be defined
	Ensure all future partners or contractors or	Anna Graves	To be

	community groups who are fulfilling a service provision on behalf of the council meets E&D legislation		defined
	A co-ordinated and planned data quality exercise would need to be undertaken to assess the data stored within the Council and how valid and relevant that information is. Relevant data is cleansed, filtered out and quantified in terms of assessing each protected characteristic against services utilised by the district's residents. This would then provide a working base line for future EIA's that would be needed for each service transformation.	Jenny Stephens Rachael Abbott Plus additional support	To be defined
	Cultural Change need to be given credence. Time and effort will have to be spent on establishing effective communication streams which will engage employees and explain why there is a need to change. There needs to be an allowance of resource to enable and capture all learning styles to make sure the change management process is embedded. This will include cross organisational learning and working together to promote individual involvement. The principle of a establishing and driving forward a customer orientated service delivery will by nature provide a framework for ensuring all citizens are treated equally. Encourage learning's from best practice amongst staff so that support can be given to those as and when needed. There is a distinctive need to establish a means of allowing directive feedback that can be escalated without the need to go through the normal chain of command which has the potential to dilute and slow the feedback down.	Anna Graves Plus additional support	To be defined
	UNISON involved in future EIA ( as they may have access to data relating to protected characteristics that could help)	Anna Graves Jenny Stephens Unison	To be defined
	Consultation and Communication Strategy specifically focused on understanding the needs of the community and what they actually want, as well as internal/external customers and colleagues.	Anna Graves Rachael Abbott Plus additional support	To be defined

**Step 6 – Who needs to know about the outcomes of this assessment and how will they be informed**

	<b>Who needs to know</b> (Please tick)	<b>How they will be informed</b> (we have a legal duty to publish EIA's)
<b>Employees</b>	X	
<b>Service users</b>	X	
<b>Partners and stakeholders</b>	X	
<b>Others</b>	X	
<b>To ensure ease of access, what other communication needs/concerns are there?</b>	Communication strategy will have to be designed	

<b>Step 7 – Conclusion</b>
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I agree with this action plan
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If <i>disagree</i> , state action/s required, reasons and details of who is to carry them out with timescales: None
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Signed (Service Head): Anna Graves Interim Chief Executive
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Date: 13 October 2011
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