



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 -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



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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.
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		



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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 opportunities to ensure our communications about the programme are accessible to disabled employees.		
	Employees who intend, plan to undergo are undergoing 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		



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		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 employees			The current CBS 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.
	Employees with caring responsibilities			Whilst no employees affected have indicated caring responsibilities, it is expected that the locational change may impact either positively or negatively on those moving if enough employees don't volunteer. At this stage enough



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				volunteers have come forward. All staff were given the additional opportunity via the Expressions of Preference information allowing them to provide us with detailed information in respect of caring responsibilities and giving them choice re location and hours worked etc which can be taken into consideration
	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.		



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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 provide</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	<p>Current gender demographic is 17% male/83% female</p>		
Female and Male employees			



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			<p>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.</p> <p>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>
	Employees who are gay, lesbian, bisexual, heterosexual or in a Civil Partnership	No impact.	Expressions of Interest process will reduce the impact, if any.
	Employees with caring responsibilities	Due to the high number of female employees it is likely that a high number of	The Council has a number of policies which we utilise to support staff with this characteristic if required:



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		<p>employees with caring responsibilities will be affected.</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"> • Stand Up Catch Ups • PCRs, 1-2-1 • Staff Forums • Communication Briefings • Managers Briefings • Employee Voice • Expression of Preference • Expression of Interest • 1-2-1 resourcing discussions • Staff survey <p>Client Engagement</p> <ul style="list-style-type: none"> • Meetings, stakeholder sessions, board and steering group meetings, updates to CMG and Service Reform <p>TU Engagement</p> <ul style="list-style-type: none"> • Regular meetings in place with all council affiliations, UNITE, GMB and UNION <p>Human Resources</p> <ul style="list-style-type: none"> • Regular updates and meetings
	Full Time Employees	No	
	Part Time Employees	No	



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Question	Three needs of Equality Act 2010	Summary explanation
<p>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.</p>	<p>Eliminate unlawful discrimination, harassment and victimisation.</p>	<p>The Service Reform of TSS assists the Council to achieve the three needs of the Equality ACT. As there is minimal impact, the additional measures we have put in place as outlined above, ensures that there is no unlawful discrimination and no opportunity identified in the operation and implementation of the Programme to advance equality or foster good relations between people who share a protected characteristic and those who do not. All Staff in Education are included in our communications. There is also no unlawful discrimination, harassment and victimisation of staff. All staff will have the opportunity to advance equality and there will be 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.</p>
	<p>Advance equality of opportunity between people who share a relevant protected characteristic and those who don't</p>	
	<p>Foster good relations between people who share a protected characteristic and those who don't.</p>	



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4. Conclusion			
	Yes	No	Explanation
<p>a) Should you proceed to a full EEqIA for this policy or decision?</p> <p>Please provide a brief statement explaining why you have made this decision.</p>		X	<p>There is no requirement to proceed to a full EEqIA as, whilst there is a disproportionate impact on female employees due to the existing gender split of the affected employee population, the programme does not affect this split and will not result in a change to the staffing gender profile.</p> <p>Due to some relocation requirements, those with caring responsibilities 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.</p> <p>This reform will have no negative impact on our workforce.</p>
<ul style="list-style-type: none"> If you are proceeding to a full EEqIA please refer to the template EEqIA. If you are not proceeding to a full EEqIA please answer the questions below: 			
<p>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.</p>	<p>Yes - details of CBS actions for the implementation of this programme are detailed above.</p>		
<p>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?</p> <p>If yes, please provide a brief statement opposite.</p>	<p>Yes - We have anticipated a significant range of mitigation in the event that volunteers for relocating are not sourced in further stages of the programme – whilst this has not yet occurred, we have detailed in this assessment the details of mitigating actions. We will review the requirements for a EEqIA throughout implementation of this phased programme</p>		
<p>d) Have you added Equality into the implementation plan for this policy, strategy or service reform?</p>	<p>Yes</p>		



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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:

WHEN COMPLETE PLEASE EMAIL A COPY OF THIS FORM TO [CORPORATE HR EQUALITY & DIVERSITY](#)