

## Appendix E



### Equality Impact Assessment (EIA)

Name of Policy or Practice	Environment, Roads and Facilities - internal restructure.		
Head of Service responsible for the Policy or Practice	Geraint Edwards, Head of Environment, Roads and Facilities (ERF)		
Name of officer (s) completing impact assessment form	Gareth Roach, Programme Manager		
Service	Corporate Improvement and Development	Date of Assessment	16/07/13

EIA Completed by :		EIA Agreed by Head of Service :	
Date	16/07/13	Date	24/07/13
Name(s)	Gareth Roach	Name	Geraint Edwards / ERF Programme Board
Signature(s)		Signature	

## **STEP 1 – Identify the Main Aims and Objectives of the Policy or Practice**

1. What is being assessed? *(Please double click on the box and select 'checked' as appropriate to cross X)*

- New and revised policies or practices
- New procedures (which modify service delivery or employment practices)
- Service review or re-organisation proposals which affect the community and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year
- Decisions affecting service users, employees or the wider community
- New project proposals affecting staff, communities or accessibility to the built environment, eg, new construction work or adaptations to existing buildings
- Other please explain in the box below :

2. What are the overall aims and objectives of the policy or practice ?

Following the decision on 23<sup>rd</sup> October 2012 to not proceed with a fully integrated Conwy and Denbighshire Highways and Infrastructure Service, it was agreed at Cabinet on 11<sup>th</sup> December 2012 that CCBC would proceed with 'an internal restructure with some collaboration at service specific level'.

The programme of works will deliver:

(i) the internal (within Conwy Authority) restructuring of the following services into one Service:

- Highways & Infrastructure
- Environmental & Technical
- Property Management & Asset Services (excluding Estates and Assets Management – this will be considered for transfer to an appropriate corporate support service); and

(ii) opportunities for sub-service collaboration internally (within Conwy) and externally (between Conwy and Denbighshire), taking account of the Home to School Transport Task & Finish Group.

The programme objectives have been defined as:

OB1 - To develop a service that costs less and delivers a valued service to the residents and visiting population of Conwy

OB2 – To develop a service that is well placed to meet the financial challenges for the 2014/15 financial year and beyond

OB3 – To develop a service that contributes positively to the Conwy's Corporate priorities, in particular Corporate Plan Outcomes 3, 6, 8

OB4 – To develop a service that provides a strong platform from which the regional transportation agenda has the potential to be further

developed

OB5 - That the Programme is delivered on time and within budget.

Does a particular project or task have a perceived impact?

Project A - Main Restructure: Yes (phase 2 - recruitment, redundancy, relocation and grade changes)

Project B - Open Spaces: Yes

Task C - Highways Asset Management: No perceived impact

Project D - Street Lighting: Yes (such as re-location of staff)

Project E - Home to School Transport: Yes (including relocation of staff, change of job titles, change in management and disturbance)

Project F - Finance: No perceived impact

Project G - Harbour and Maritime: No perceived impact

Task H - Road Safety: No perceived impact

Task I - Estates and Asset Management: No perceived impact

Project J - Passenger Transport: No perceived impact

Project K - Accommodation: Yes (re-location etc)

Project L - ICT: No perceived impact.

### 3. Who is the policy or practice intended to help or benefit (stakeholders) ?

Stakeholders:

- Welsh Government
- LA Scrutiny & Cabinet Members
- Employees working in; Highways & Infrastructure, Environmental & Technical, Property Management and Asset Service (PMAS)  
Public Transport (within Community Development Service)
- Support Services
- Local Authority Employees
- Unions
- Local Press
- Residents of Conwy
- Denbighshire County Council

4. Who are the main consultative groups or communities of interest ?

- Employees working in; Highways & Infrastructure, Environmental & Technical, PMAS, and Public Transport (within Community Development Service).
- It is not intended that there will be any obvious change to or impact on service delivery to the communities of Conwy.

**STEP 2 - Consider Existing Information and What This Tells You**

When completing this section, you need to consider if you have sufficient information with which to complete your EIA, or whether you need to undertake a period of engagement/consultation before continuing. The legislation relating to the EIA process requires you to **engage and involve people who represent the interests of those who share one or more of the protected characteristics and with those who have an interest in the way you carry out your functions.** This needs to be proportionate to the policy or practice being Equality Impact Assessed. You may have already recently undertaken consultation specifically on this policy or practice. Other officers within CCBC may have carried out engagement work which will be relevant to this EIA and you can review the Community Involvement Database to find out what engagement activities have taken place in Conwy and establish if this is relevant. If you have very little or no information from previous engagement that is relevant to this EIA, you should consider undertaking some engagement work with your stakeholders and with relevant representative groups to ensure that you do not unwittingly overlook the needs of each protected group.

5. What do you already know about the impact on each protected characteristic from your experience of current service delivery or previous engagement or consultation? You could refer to the Initial Equality Impact Assessment Screening Form and the Community Involvement Database.

Protected Group	Relevance of the policy / practice by protected characteristic
Race	The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to in order to ensure that there are no adverse impacts with regard to race. However the programme and its constituent projects will take race into consideration if there are proposed changes

	<p>in:</p> <p>Access to jobs and training;  Access to information, translation and interpretation;  Access to services appropriate to need.</p> <p>As part of the consultation around Project A (Main Restructure), all staff from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9<sup>th</sup> January - 6<sup>th</sup> February 2013.</p> <p>A small proportion of ERF staff are known to be of a minority ethnic group, however it is accepted that there are gaps in the data the authority has, and steps are being taken to remedy this. Individuals have had/will have the opportunity to raise specific issues through consultation.</p>
Disability	<p>The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to. The programme and its constituent projects will take disability into consideration if there are proposed changes with regard to:</p> <p>Access to information in different formats;  Access to buildings and services.  Job roles and duties</p> <p>The recruitment and selection process takes into account reasonable adjustments (where an employee declares that they have a disability), to participate in this process and in undertaking the future job role.</p> <p>Existing data shows that 21 ERF employees have declared that they have a disability. However, when this question has been asked there have been a large number of respondents who chose to leave no response, or chose 'prefer not to say'. This could be due to a reluctance to declare a disability, or the employee may not regard their condition as a disability because it does not impact on their ability to carry out their role.</p> <p>An existing adverse impact in terms of disability has been identified by the work of Project K (Accommodation) and the project has been given approval to move forward with work which will</p>

	<p>directly address this. The project will move forward with a sequence of moves which will bring ERF employees from Dinerth Road (former PMAS employees) to join ERF colleagues at Mochdre (the base of the former Environment and Infrastructure Service). In order to facilitate this, IT staff currently based at Mochdre will be moved to Dinerth Road. The moves will accommodate an accessibility issue. Renovations are also being undertaken at Dinerth Road which will improve accessibility at the site and reduce/remove the risk of action being taken against Conwy County Borough Council in regard to access.</p> <p>The restructure consultation events in January / February were held at the fully accessible Conwy Business Centre in Llandudno Junction. All documentation produced as part of the programme and its constituent projects will be available in alternative formats as requested.</p> <p>As part of the consultation around Project A (Main Restructure), all staff from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
Sex	<p>The affected services have a predominantly male workforce, with 456 male staff, and 244 female. So the changes therefore have a greater potential impact on male members of staff, through their greater number. The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to in order to ensure that there are no adverse impacts with regard to sex. The programme and constituent projects will take sex into consideration if there are proposed changes to:</p> <p>Occupational / career choices;  Caring for dependants;  Access to employment, training and education;  Pay and benefits.</p> <p>As part of the consultation around Project A (Main Restructure), all employees from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p> <p>If/when recruiting externally it may be possible to take positive action steps to attract applications from</p>

	<p>women i.e. informing organisations such as Chwarae Teg of external vacancies, which may give greater opportunity to increase the number of women who work within the service.</p>
<p>Age</p>	<p>The ERF Service employees fall into the following age groups:  65+: 43  50-64: 279  30-49: 311  20-29: 63  16-19:4</p> <p>The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to in order to ensure that there are no adverse impacts with regard to age. The programme and constituent projects will take age into consideration if there are proposed changes to:</p> <p>Recruitment and selection;  Employment terms and conditions;  Training and development.</p> <p>Due to the age profile of the workforce those aged 30 and over will potentially be affected by the changes taking place during the re-structure.</p> <p>As part of the consultation around Project A (Main Restructure), all staff from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
<p>Religion &amp; Belief</p>	<p>Equality data with regard to religion and belief has only been collected since 2010. From the data that has been collected, it is known that 100 of the 700 employees are Christian.</p> <p>The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to in order to ensure that there are no adverse impacts with regard to religion and belief. The programme and constituent projects will take religion and belief into consideration if there are proposed changes that could affect, or cause:</p> <p>Workplace isolation;</p>

	<p>Culture Observance of religious days/festivals</p> <p>As part of the consultation around Project A (Main Restructure), all staff from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
Sexual Orientation	<p>Equality data with regard to sexual orientation has only been collected since 2010. There are gaps in data, but 125 ERF employees have declared themselves to be heterosexual, whilst 25 preferred not to say.</p> <p>The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to in order to ensure that there are no adverse impacts with regard to sexual orientation. The programme and constituent projects will take sexual orientation into consideration if there are proposed changes to: Harassment and attacks; Workplace bullying; Homophobia.</p> <p>As part of the consultation around Project A (Main Restructure), all employees from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
Gender Reassignment	<p>Gender reassignment data has been collected since 2010. There have been no known cases of gender reassignment within the ERF service, however, there are gaps in this data.</p> <p>The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to in order to ensure that there are no adverse impacts with regard to sexual orientation. The programme and constituent projects will take sexual orientation into consideration if there are proposed changes to: Harassment and attacks; Workplace bullying; Transphobia.</p>



	<p>As part of the consultation around Project A (Main Restructure), all staff from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
<p>Marriage &amp; Civil Partnership</p>	<p>Within the ERF service, 361 employees are known to be married, and three in civil partnerships. However, once again, there are gaps in data to be addressed.</p> <p>There are no known adverse impacts identified with regard to marriage and civil partnership. The programme and constituent projects will take marriage and civil partnership into consideration if there are proposed changes affecting this protected characteristic. Potential impacts that may need to be considered:</p> <p>Re-structures bringing couples to work together  Re-structures necessitating former partners working together</p> <p>As part of the consultation around Project A (Main Restructure), all staff from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
<p>Pregnancy &amp; Maternity</p>	<p>There are no adverse impacts identified with regard to pregnancy and maternity. The programme and constituent projects will take pregnancy and maternity into consideration if there are proposed changes affecting this protected characteristic.</p> <p>Under the Equality Act 2010 additional protection is given to employees that are pregnant, on maternity leave or returning from maternity leave.</p> <p>The consultation and communication process have ensured that staff on maternity leave are kept informed. Communication leads are in place in each of the three affected services and are asked to ensure that communications are shared with those staff absent from work due to maternity leave. Individual situations will be assessed to ensure fair access to interview dates.</p>

	<p>As part of the consultation around Project A (Main Restructure), all employees from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
<p>Welsh Language</p>	<p>The 'Equality Issues by Protected Group' document produced by Corporate Human Resources has been referred to in order to ensure that there are no adverse impacts with regard to Welsh Language. The programme and constituent projects will take Welsh Language into consideration if there are proposed changes to:</p> <p>Policies and documents;  Appeal hearings;  Training and awareness.</p> <p>The posts so far recruited for the ERF service have largely been classified as Welsh advantageous, however the Welsh Language scheme criteria are of course looked at in all cases.</p> <p>The formal consultation process on the proposed restructure made sure bi-lingualism was considered. Translation was offered for the three consultation events;  All consultation material was produced in both English and Welsh formats;  All communications (Postmasters, intranet pages, news articles) are bilingual.</p> <p>As part of the consultation around Project A (Main Restructure), all employees from the affected services were invited to attend consultation events in January and February 2013. Also, a total of 72 online consultation response forms were received from staff during the formal consultation period of 9th January - 6th February 2013.</p>
<p>Other (please state)</p>	<p>N/A</p>

6. Summarise the additional relevant data, research and performance management information you already have:

<b>Data / Information</b>	<b>Examples</b>
<p>Equalities data regarding the make-up of the ERF service has been utilised and is detailed within the individual protected characteristics in section 5.</p> <p>Analysis of the ERF consultation events held in January / February 2013 (no equality issues raised)</p>	<p>Initial EIA Screening</p> <p>Complaints</p> <p>Compliments</p> <p>Service User data</p> <p>Service User Feedback</p> <p>Inspections or Audits</p>
<b>Research or Comparative Information</b>	<b>Examples</b>
<p>Data from the 2013 employee survey will be analysed and utilised</p>	<p>Service User Surveys</p> <p>Studies by Government departments or professional bodies</p> <p>Census data</p> <p>Service based projects and research</p> <p>How Fair Is Wales (EHRC)</p>

	data)
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7. Have you complied with the duty to Engage as described at the start of this section and are you sufficiently informed to proceed?

Yes  No  **(please cross as appropriate X)** If Yes, please proceed to Step 3

If No, you may wish to consider pausing at this point while you undertake engagement activities (which you should add to your action plan – Step 6). Please incorporate any information you have obtained from this additional activity in the box below and state what the key findings were :

As detailed above, data with regard to protected equality characteristics has been gathered for the new ERF service, which includes data referring to all three of the previous services which now make up ERF.

### **STEP 3 - Procurement and Partnerships**

The public sector General Duty means all public authorities need to consider the needs of different groups when designing and delivering public services. This duty also applies to private sector organisations who deliver a public function on our behalf and we need to ensure that those organisations exercise those functions by ensuring our procurement and monitoring of those services complies with the General Duty.

8. Is this policy or practice to be carried out wholly or partly by contractors or in partnership with another organisation(s)?

Yes  No  **(please cross as appropriate X)** If No, please proceed to Step 4

9. If yes, how will you comply with Equality, Human Rights and Welsh Language Legislation? Think about :

#### **Procurement**

- Setting out clear equality expectations in Tendering and Specification documentation
- On what you based your decisions in the award process

#### **Partnerships**

Who is responsible for :

- Equality Monitoring relevant data
- Equality Impact Assessment

- That contract clauses cover legislative equality requirements
- Performance and Monitoring measures are included to monitor compliance
- Delivering the actions from the EIA
- Ensuring that equality, human rights and Welsh Language legislation is complied with by all partners

Whilst formal partnerships are not in place, elements of the ERF programme will work collaboratively with partner organisations:  
Task C: Highways Asset Management (Service Level Agreement is in place with Denbighshire County Council)  
Existing collaborations are being de-coupled as part of the programme: Street Lighting (Project D) and Home to School Passenger Transport (Project E).  
However, the possibility of further collaborations will be explored as part of the programme, including Harbour and Maritime (Project G) and Road Safety (Task H).  
Equality considerations are set out in Conwy County Borough Council's procurement and tender process.  
In collaborative work Equality policies and practices will be referred to and responsibilities allocated.

#### **STEP 4 - Assessing the Impact**

10. Is there any evidence of higher or lower take-up or satisfaction by any group(s), and if so, how is this explained?

As previously detailed, the ERF workforce is predominantly male employees (456), with a smaller amount of female employees (244). There are 479 full time employees. There are 133 confirmed part-time workers, most of which are female, therefore any impact on part-time workers will be predominantly felt by female staff. 88 staff are classed as 'variable' in terms of hours. The male workforce is centred on manual / technical work. Of 700 employees. 322 of the workforce are aged over 50, whilst 633 of the 700 workforce are aged over 30, so any impact will more greatly affect those aged over 30.

It will be ensured that the projects within the ERF Programme take account of everything highlighted within step two for each protected group.

11. Does the geography or demography of any groups reveal anything?

The ERF office based staff are largely located in towns along the coast, and manual workers based in depots across the county. The re-structure will involve moves and relocations for a number of teams and officers, including moves within specific projects, such as Home to School Transport. Also, the way in which certain functions are delivered will change, such as the functions which will form part of the Open Spaces function, which will see changes in the geographical delivery of services, into area based working. This will also mean a review around the locations of manual / technical staff. As a significantly larger proportion of the manual / technical staff are male, this will clearly have a greater impact on the male workforce.

12. Do any rules or requirements or the way the policy or practice is delivered prevent or reduce the likelihood of any groups from use or access or are any other barriers created for them?

Eg: due to limited income, location, times of availability, access to buildings, information or language, eligibility rules, dress code, cultural issues

Throughout the lifetime of the programme and implementation of the projects it will need to be ensured that any service changes do not reduce or prevent access to services. All issues highlighted under step two will be taken into consideration.

13. Can any of these limitations be justified on the grounds of advancing equality of opportunity or fostering good relations between those who share a protected characteristic and those who do not?

N/A

14. Do any of these limitations amount to unlawful discrimination?

Yes  No  Not Sure   
**(please cross as appropriate X)**

If you answered Yes or Not Sure, please state on the table below, which protected group(s) it applies to and if possible explain why (including likely impact or effects of this proposed change):

Race	Black Minority Ethnic groups Gypsies / Travellers Language
Disability	Mobility Dexterity Blind or Visually impaired Deaf or Hearing impaired Mental Health Learning Disabilities
Sex	Men Women
Age	Older People Children Young People
Religion & Belief	Faith communities
Sexual Orientation	Gay Lesbian Bi-sexual Heterosexual
Gender Reassignment	A person who proposes to, starts or has changed his or her gender

Marriage & Civil Partnership	
Pregnancy & Maternity	
Human Rights	Right to Education, Private and Family Life, Protection of property, etc
Welsh Speaking Communities	
Other socially excluded groups or communities (please state)	



15. If you answered No to Question 14, do the barriers and limitations amount to a differential impact for certain groups?

Yes  No  Not Sure   
**(please cross as appropriate X)**

16. If you answered Yes or Not Sure to Question 15, please give details in the box below and explain why

It may be possible that recruitment / redundancy decisions have differential impact for certain groups, but this will be influenced a) by the original pool of employees who have rights to be considered; b) the best person for the job being appointed; c) open competition for the post, which will have followed a transparent recruitment process.

More will be known when the sub-service structures and roles are further developed.

17. Do you have enough information to make an informed judgement?

Yes  No  **(please cross as appropriate X)**

If you answered Yes, please justify:

Supporting policies in place, which have been impact assessed.

Existing data available in full with regard to age, sex, employment status (full-time, part-time, variable). Plus data in part regarding other protected characteristics.

Staff survey information.

Individual consultations have taken place, and have taken account of anything we did not previously know about, as the sessions provided opportunities to raise issues.

ERF recruitment follows an agreed transparent process (which has previously been equality impact assessed) which has been fully communicated to individuals.

If you answered No, what information do you require about protected groups?

N/A

18. Is it possible to get the information needed quickly and easily, or should data collection be included in the action plan? Please give details below:

N/A

## **STEP 5 – Dealing with Adverse or Unlawful Impact and Strengthening the Policy or Practice**

In this section, you will consider whether there are any measures to reduce or remove any adverse impact. You should also explore other ways of achieving the same goal and / or alternative means of delivering a service to meet the needs of different groups.

19. What measures can you introduce to the policy or practice which could reduce or remove any unlawful impact or disadvantage?

1. Ensure that we follow existing policies and procedures
2. Ensure we take into account any relevant issues during consultation, for example an individual's disability and impact on sickness absence with regard to selection criteria
3. Application form and interview support for affected employees
4. Consider positive action for under-represented groups at different stages, when we have exhausted all internal options
5. Further consultations, including representatives of particular protected groups / further one to one consultations
6. Continued communications

20. What measures could be included to strengthen the policy/practice and foster good relations and advance equality of opportunity?

Recruitment and selection process  
Further consultations, including representatives of protected groups, allowing their views to be sought.

21. What actions could you take to achieve the same goal by an alternative means?

1. Offer voluntary redundancy / early retirement / flexible retirement
2. Opportunities to reduce hours to retain employment.

**STEP 6 – Action Plan**

Please outline below the actions you will take to progress your proposal. These might involve carrying out additional Engagement/Involvement activities, collecting Equality data where this was not readily available to help with this EIA, undertake data analysis from future data obtained to monitor the impact of this policy/practice on an ongoing basis, any actions you need to take to ensure procurement complies with the General Duty, any arrangements you need to put in place to monitor and review the impact of this policy/practice in future, and so on.

Action	Measure of Success	Timeframe	Lead Responsibility	Add to Service Plan (✓)
<b>Actions to be taken before EIA and policy/practice can be signed off</b>				
<b>Actions after EIA and policy/practice signed off</b>				
Ensure those who are decision makers are trained and guided in recruitment process and equalities issues that need to be taken into account.				
Consider recruitment advertisement channels to look at positive action				

Consultation events as required for each project / element of the re-structure				
Look at numbers that have completed the online equalities training from each of the three services that now make up ERF				

### **STEP 7 – Decision To Proceed**

22. Using the information you have gathered in steps 1 – 5 above, please state on the table below whether you are able to proceed with the policy or practice and if so, on what basis?

*(please cross as appropriate X)*

<b>Decision</b>		<b>Action</b>
<input checked="" type="checkbox"/> Yes	Continue with policy or practice in its current form	Complete the Monitoring and Review section (Step 8) to ensure the outcomes are monitored and regularly reviewed
<input type="checkbox"/> Yes	Continue with policy or practice but with amendments for improvement	Complete Action Plan and Monitor and Review sections (Steps 6 & 8) to continually assess impact
<input type="checkbox"/> Yes	Continue with policy or practice but with amendments to remove any areas of adverse impact as identified in Step 5	Complete Action Plan (Step 6) to address any areas of adverse impact and Monitor and Review (Section 8) to continually assess impact
<input type="checkbox"/> No	Abandon this policy or practice as it is not possible to address the adverse impact, and consider alternative ways	Complete Action Plan to address any issues resulting from abandoning policy and to deal with the adverse

	of addressing the issues	impact identified
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**STEP 8 – Arrangements for Monitoring Outcomes and Reviewing Data**

The EIA process is an ongoing one that doesn't end when the policy/practice and EIA is agreed and implemented. There is a specific legal duty to monitor the impact of policies/practices on equality on an ongoing basis to identify if the outcomes have changed since you introduced this new policy or practice.

23. Please outline below what arrangements you will make to monitor and review the ongoing impact of this policy or practice :

<b>Monitoring and Review arrangements</b> (including where outcomes will be recorded)	<b>Timeframe &amp; Frequency</b>	<b>Lead Responsibility</b>	<b>Add to Service Plan (✓)</b>
EIA actions to be monitored by the Programme Manager / Programme Board at agreed intervals (TBC).			

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**STEP 9 – Publishing the Equality Impact Assessment**

**Please arrange for this completed EIA to be agreed by your Head of Service, refer to the EIA Policy regarding publishing arrangements and return a copy to the HR and Equality Officer.**