



EQUALITY IMPACT ASSESSMENT

Stage 1: Title and aims of the activity (“activity” is an umbrella term covering policies, procedures, guidance and decisions).	
Service	Cross-cutting
Section	
Title of the activity etc.	Reviewing Management Arrangements
Aims of the activity	<p>The Council’s management structure requires the flexibility and responsiveness to meet changing customer needs and changing circumstances. This will involve removing bureaucracy and providing clarity in respect of roles, responsibilities and accountabilities, and developing a culture of ‘one council’.</p> <p>A comprehensive review of the Council’s management structure will therefore be undertaken to challenge the existing arrangements against a clear set of guiding principles in relation to: the number of management tiers; spans of control; the strategic and functional responsibilities of posts, and; the key competencies required by post holders to perform the roles successfully.</p>
Author(s) & Title(s)	HR Manager

Stage 2: List the evidence that has been used in this assessment.	
Internal data (customer satisfaction surveys; equality monitoring data; customer complaints).	The number and gender composition of those managers who may be included within the review has been identified. An initial analysis of current management tiers and spans of control within the Council has also been undertaken.
Internal consultation with staff and other services affected.	This review has not yet commenced therefore no internal consultation with staff or services affected has taken place.

External consultation (partner organisations, community groups, and councils).	See above.
External data (census, available statistics).	Benchmarking data has been acquired from a number of Scottish councils in relation to their management structures.
Other (general information as appropriate).	N/a.

Stage 3: Evidence Gaps.	
Are there any gaps in the information you currently hold?	<p>Yes. It is recognised that the information extracted from the HR/Payroll system to identify management posts and current spans of control will require verification due to data quality issues.</p> <p>There may be further gaps in information currently held, however, these will only be identified once the scope of the review is agreed upon.</p>

Stage 4: Measures to fill the evidence gaps.		
What measures will be taken to fill the information gaps before the activity is implemented? These should be included in the action plan at the back of this form.	Measures:	Timescale:
	Relevant HR/Payroll system data will be subject to verification.	TBC
	Consideration will be given to contracting a consultant specialising in organisational design to lead/support the review – their role will include identifying equalities issues arising from any proposed changes and how these can be mitigated.	TBC

Stage 5: Are there potential impacts on protected groups? Please complete for each protected group by inserting “yes” in the applicable box/boxes below.				
	Positive	Negative	Neutral	Unknown
Age – Younger			Yes	
Age – Older			Yes	

Disability			Yes	
Race – (includes Gypsy Travellers)			Yes	
Religion or Belief			Yes	
Gender – male/female		Yes		
Pregnancy and maternity			Yes	
Sexual orientation – (includes Lesbian/ Gay/Bisexual)			Yes	
Gender reassignment – (includes Transgender)			Yes	
Marriage and Civil Partnership			Yes	

Stage 6: What are the positive and negative impacts?		
Impacts.	Positive (describe the impact for each of the protected characteristics affected)	Negative (describe the impact for each of the protected characteristics affected)
Please detail the potential positive and/or negative impacts on those with protected characteristics you have highlighted above. Detail the impacts and describe those affected.	N/a	Dependent on the scope of the review, there is the potential that females will be disproportionately impacted by any reduction in the number of manager posts.
	N/a	N/a
	N/a	N/a
	N/a	N/a
	N/a	N/a
	N/a	N/a

Stage 7: Have any of the affected groups been consulted?

If yes, please give details of how this was done and what the results were. If no, how have you ensured that you can make an informed decision about mitigating steps?

As review has not yet commenced, no consultations have been undertaken.

Stage 8: What mitigating steps will be taken to remove or reduce negative impacts?

	Mitigating Steps	Timescale
These should be included in any action plan at the back of this form.	As the review has not yet commenced, no mitigating steps have been identified to remove or reduce the potential negative impacts.	
	N/a	
	N/a	
	N/a	
	N/a	

Stage 9: What steps can be taken to promote good relations between various groups?

These should be included in the action plan.	N/a
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Stage 10: How does the policy/activity create opportunities for advancing equality of opportunity?

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Stage 11: What equality monitoring arrangements will be put in place?

These should be included in any action plan (for example customer satisfaction questionnaires).	The impact of any changes arising from the review, including on equality, will be monitored via employee surveys and regular analysis of the relevant management information (protected characteristics profile of managers) and PIs (% of females in the top 5% of earners)
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Stage 12: What is the outcome of the Assessment?

Please complete the appropriate box/boxes	1	No negative impacts have been identified –please explain.
	2	Negative Impacts have been identified, these can be mitigated - please explain. * Please fill in Stage 13 if this option is chosen.
	An impact assessment will be undertaken on any proposed post deletions or amendments that may arise as a result of the review; any such proposals will require to be supported by a robust business case and any subsequent appointments process to fill new roles will be carried out in accordance with the relevant HR policies and procedures. Accordingly, all managers, regardless of gender, will be treated in an equitable manner.	
	3	The activity will have negative impacts which cannot be mitigated fully – please explain. * Please fill in Stage 13 if this option is chosen

* Stage 13: Set out the justification that the activity can and should go ahead despite the negative impact.

It is recognised that there is a requirement to create a management structure which will facilitate new ways of working across the Council and be fluid and capable of change on a continuing basis to enable the organisation to adapt easily and successfully to the challenges which it, its communities and its partners will continue to face in the future. A successful structure review, through the simplification of structures and processes, should be seen as the fundamental starting point for wider changes in how the council operates.

Conversely, by not undertaking this review, the current management structure may hinder the Council's ability to deliver its future vision and strategic goals.

Stage 14: Sign off and authorisation.

Sign off and authorisation.	1) Service and Team	Cross-cutting		
	2) Title of Policy/Activity	Reviewing Management Arrangements (if appropriate)		
	3) Authors: I/We have completed the equality impact assessment for this policy/activity.	Name: Position: HR Manager Date: 12.12.2015 Signature:	Name: Position: Date: Signature:	
		Name: Position: Date: Signature:	Name: Position: Date: Signature:	
	4) Consultation with Service Manager	Name: Date:		
	5) Authorisation by Director or Head of Service	Name: Position: Head of HR&OD Date:	Name: Position: Date:	
	6) If the EIA relates to a matter that has to go before a Committee, Committee report author sends the Committee Report and this form, and any supporting assessment documents, to the Officers responsible for monitoring and the Committee Officer of the relevant Committee. e.g. Social Work and Housing Committee.			Date:
	7) EIA author sends a copy of the finalised form to: eia@abdnshire			Date:
(Equalities team to complete) Has the completed form been published on the website? YES/NO			Date:	

