

Report of Assistant Director**SHARED SERVICE OPPORTUNITIES****1 Purpose of report**

- 1.1 To seek approval to progress shared service opportunities with Corby and East Northamptonshire councils for human resources and to note actions taken with East Northamptonshire Council for delivering the role of communications officer. This builds on the council's existing partnership arrangements and the opportunity to strengthen these.
- 1.2 This report is also to inform members that the managing director is exploring options for sharing a section 151 officer/deputy, as a result of the resignation of the Assistant Director currently appointed to this position.

2 Executive summary

- 2.1 The current human resources function has limited resources and a single point of failure, providing a risk to the council. The intended benefit of a shared service is to mitigate this risk whilst also delivering efficiencies, in terms of policy development, as well as providing other opportunities for widening the skills of the employees within the service.
- 2.2 The role of communications officer has been intermittently vacant for eighteen months and an opportunity has arisen to share a role with East Northamptonshire Council, who has a dedicated and well established communications team.
- 2.3 The current s151/chief finance officer has tendered her notice and will be leaving at the end of August 2018. As a statutory post this vacancy must be filled by a suitably qualified and experienced person. The only other member of staff who could satisfy this requirement is the managing director. Consequently the managing director is discussing options to appoint a new s151 officer, but in the interim it is likely that she will have to resume this post temporarily until a solution is found.
- 2.4 In acknowledgement of local government reform within Northamptonshire, taking these opportunities to share service delivery seems a practical and common-sense approach.

3 Appendices

- Appendix A – financial information
- Appendix B – report by East Midlands Councils
- Appendix C – human resources service activities
- Appendix D – equalities impact analysis – initial screening

4 Proposed action:

Members are invited to RECOMMEND that:

- 4.1 **a shared service for the human resources function of the council be established in partnership with Corby and East Northamptonshire councils, with Corby as the hosting authority, at the earliest opportunity;**
- 4.2 **appropriate consultation commence with employees affected by the proposal.**

Members are invited to RESOLVE to note that:

- 4.3 **the position of communications officer is to be shared with East Northamptonshire Council on a 50% basis;**
- 4.4 **the managing director will consider opportunities to secure the appointment of a section 151 officer and or/deputy and will report to council on this position at a later date.**

5 Background

- 5.1 In January 2011 members agreed to soft market testing on a number of back office services, including human resources. In January 2012, following this research, it was agreed not to outsource the service due to the cost to the council in doing so. What was agreed, however, was that officers would continue to pursue partnership options within Northamptonshire.
- 5.2 In 2013/14 the role of learning and development officer was made redundant leaving two posts of senior human resources officer and an admin assistant, with support from a part-qualified principal manager and head of service.
- 5.3 Since the communications officer left in November 2016, the delivery of external council communications has been a challenge, as have the demands due to the increased use and expectations from social media and the corporate ambition to be more pro-active in the community in this regard.
- 5.4 The current s151 officer has resigned her position and will officially leave the employment of the Borough council at the end of August 2018. The S151 is a statutory post and must be filled by someone who is suitable qualified and experienced i.e. a professionally qualified accountant. The only other suitable post holder on the current staff is the managing director. Whilst the managing director could do this role temporarily due to other work pressures she would not be able to fully undertake the work as required and a different solution is needed.
- 5.5 The opportunity to potentially share the S151 officer with another neighbouring district is being explored. However, other options to recruit directly will also be explored so that an appropriate solution is found to ensure the council has the correct resources in place to manage the financial position and future changes that are likely to occur over the coming years.

- 5.6 The appointment of the S151 officer remains with the council and once a solution is found a report to Council will be presented with a recommendation. In the meantime it is likely that a short term measure of the managing director resuming the role may be needed and Council will be asked accordingly for agreement if this proves to be the case.
- 5.7 The delivery of council services across Northamptonshire is currently under review, with a proposal for the future, requiring delivery to the Secretary of State by the end of August 2018. An indicative future structure includes the authorities within North Northamptonshire becoming a unitary authority, which includes the district councils of East Northamptonshire, Kettering and Corby. Opportunities to work together in advance of that are being explored if there is a sound business case to support a proposal.

6 Discussion

- 6.1 The council has a number of existing partnership arrangements with authorities around the county. As referred to above, whilst there has been a desire to build on these partnerships, the reform of local government in Northamptonshire has further emphasised the need for this to happen.
- 6.2 An opportunity has arisen to explore sharing the human resources function with East Northamptonshire and Corby councils. The current indication is that Corby would host the shared service because they have a larger team led up by a Human Resources Manager.
- 6.3 The human resources team at Wellingborough consists of one full time senior human resources officer, supported by a part time (0.8 FTE) admin assistant. Whilst the principal manager and the head of service have historically provided assistance if required this has reduced following the reduction in workforce and the widening of their roles.
- 6.4 In May 2018, East Midlands Councils (EMC) was engaged to carry out an independent review of the human resources function. The purpose of this was to evaluate the delivery of the service by the users as well as from officers within the team.
- 6.5 The report from EMC is attached at Appendix B and demonstrates a consistent theme between service users and the human resources team about how the service should be delivered.
- 6.6 It also identifies that the quality and advice from the existing team is considered to be good but that capacity within the team is insufficient when compared to other authorities.
- 6.7 The findings of the report would suggest that pursuing this partnership opportunity is the right thing for the council and the human resources team, and also at the right time given the anticipated changes within the county.

- 6.8 In acknowledging the point about insufficient resources within the existing team, work is underway with the other authorities to address potential efficiencies arising from this joint working, as well as harmonising policies and procedures, which will go a long way to addressing this.
- 6.9 The proposed timetable for the shared service is as follows:

Consideration by members	13 June 2018
Approval by Council for consultation	17 July 2018
Employee consultation commences	18 July 2018
Employee consultation ends (this allows for further consultation if required)	6 August 2018
Consideration by members of consultation exercise and future service delivery	19 September 2018
Approval by Council for a shared service	16 October 2018
Provisional start date of shared service	1 November 2018

7 Legal powers

- 7.1 If a shared service was to proceed, then it is expected that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) would apply for employees within the human resources service, who would transfer to Corby Borough Council.
- 7.2 A service level agreement for a shared service would be drawn up in conjunction with District Law.

8 Financial and value for money implications

- 8.1 Whilst the intention of the human resources particular shared service is not necessarily seeking to achieve financial savings, it is anticipated that some minor savings may be made on costs from licences for professional services such as subscriptions and relevant ICT. These are anticipated to be in the region of £4,250 per year in total.
- 8.2 It is also hoped that savings can be achieved by accessing the framework arrangement in place by the host authority for the procurement of agency/temporary workers. This would meet an audit recommendation to reduce the cost of temporary workers. The cost of the service is not expected to increase as a result of the partnership.
- 8.3 The wider benefits of the partnership are anticipated to be:
- improving the resilience of the service by having a wider pool of officers to deliver the service;
 - improved independence of officers not involved in historic cases or individual matters;
 - the opportunity to provide separation when an internal case is being investigated;

- an opportunity for existing employees to widen the breadth of their experience and knowledge, and an opportunity to gain additional skills.
- harmonising human resources policies;
- a continued on-site presence of the service;
- shared procurement options for training providers and more flexibility for employees in attending training sessions (dates and location).

8.4 In terms of the communications service, this council fully recognises the need to provide positive news and information, whilst at the same time responding to question, comment or criticism. For some time now an effort has been made to employ a suitably qualified and experienced officer, but without success. East Northamptonshire Council has an effective communications team in place, and has offered the opportunity to share a post being advertised. The decision has been taken to pursue this option in the hope that the council will be able to resume a proactive communications approach. Any budget savings realised as a result of this will be used to provide additional administrative assistance to the new appointee.

9 Risk analysis

- 9.1 The risk of not taking this opportunity to create a partnership for human resources is that the management requirements of the service are primarily reliant on one individual. Should this individual leave, for whatever reason, the knowledge and skillset that would be lost would take a considerable effort to replace and any interim arrangement that was possible would be resource intensive in ensuring their understanding of the organisation. Whilst the risk of this may be considered low at present, the authority is beginning to experience the loss of key employees as a result of the uncertainty within Northamptonshire. This would have a huge impact on the authority in terms of employee management and increase the risk of challenge.
- 9.2 Officers have taken action to share the post of Communications Officer to mitigate the risk of not being able to publish information and responses in a timely fashion. With the current proposals for change in Northamptonshire it is essential that this authority is able to keep the local community up-to-date.
- 9.3 When the council's S151 Officer leaves her current post the only other suitably qualified officer is the Managing Director. She recently asked the council to appoint the Assistant Director to undertake this statutory role because of the new pressures placed upon her (the Managing Director) in relation to local government reorganisation in Northamptonshire. Those pressures have continued to build. The Managing Director will not be in a position to lead the authority and represent it in county forums if she is also required to act as S151 Officer – apart from during a short hand-over period.

10 Implications for resources

It is expected that a physical human resources and communications presence at Wellingborough would be retained and so office accommodation would still

be required, although this may be on a more agile basis. This is underpinned by an existing project within the ICT transformation programme. The implications of the loss of the S151 Officer are potentially significant – as outlined in the risk section of the report above.

11 Implications for equalities

An equalities screening has been conducted for this proposal and has identified that there is a negative impact on female employees as both individuals within the service are female. It also identifies that any negative impact on disability would be mitigated by reasonable adjustments.

12 Author and contact officer

Karen Denton, Assistant Director.

13 Consultees

Liz Elliott, Managing Director
Bridget Gamble, Director
Julie Thomas, Director
Unison Branch Secretary

14 Background papers

[Resources Committee report of 5 January 2011](#)

[Resources Committee report of 11 January 2012](#)

Report by East Midlands Councils – Appendix B to the report

2018/19 Budget	£
Human Resources	
Salaries Basic Pay	67,717
Pension Contribution - Deficit Funding	17,673
Professional Fees	200
Rail Warrants - Officers	100
Mileage - Car Allowance	200
Stationery Direct Purchase	500
Postages General	100
HUMAN RESOURCES TOTAL	86,490

Included in the current budget but not intended for inclusion in the partnership:

Learning and Development	35000
Professional services (occupational health and counselling services, external legal advice)	12000
	47000



Review of the HR Service at the Borough of Wellingborough Council

Introduction

The Borough Council of Wellingborough requested the support of East Midlands Councils to undertake an independent review of the HR Service to help inform options regarding how best to meet current and future HR needs of the organisation.

The review focused on understanding the requirements and expectations of the HR service from key stakeholders of the service – Directors, Managers, those providing the service and the trade union branch secretary.

The review included benchmarking information on the size of the HR function within local authorities in the region, compared to the size of the organisation overall.

The review was carried out through interviews and meetings with the stakeholders as outlined above.

Findings

a) What do service users want from the HR function?

- Advice, which is consistent or explains differentiation, and offers options and risks
- Policies that are clear and provide for flexibility and discretion
- Learning and development
- Support for re-organisations including job evaluation
- Support to improve recruitment and retention, including attracting good calibre candidates
- A sounding board for managers
- Facilitating informal resolutions as appropriate
- HR enabling managers to manage
- Resilience within the service

b) What would HR welcome from service users?

- Managers taking responsibility for managing and taking ownership
- Managers being responsive
- Taking responsibility for non-HR activities/issues, eg notes
- Less dependence on HR

c) The role and responsibility of managers as distinct from the role and responsibility of HR

This issue was at the heart of many responses from within and outside of the service. There appears to be a common desire from managers and those in the HR function for managers to have the responsibility for people management issues, but this does not seem to translate consistently in practice.

Some managers feel that they want greater freedom to operate more flexibly, while a separate perception remains that some managers are overly reliant on HR and are not taking responsibility for people management issues.

d) Strengths of the HR Service

There were consistent messages from those interviewed regarding the strengths of the HR service. The knowledge and experience of the Senior HR Officer is consistently recognised and valued highly by those using the service. The quality of HR advice is considered to be high and is valued. There is a consistent message of positive employee relations and relations with the trade union. Supporting employees and providing detailed advice and support for phased returns from sickness absence. HR administration is also seen as being a strength.

e) Expectations for the HR Service Going Forward

From those providing the HR service and users of the HR service, the following were commonly identified:-

- Clarity of roles and responsibilities with regard to people management and HR issues, which is reinforced through policies, training and development and actions.
- Supporting a culture where managers take decisions and actions, with the knowledge of options and risks and through a framework of policies that support flexibility and management discretion.
- Managers take responsibility and respond – reducing the “chasing”/reminding activity within HR.
- Capacity – to provide resilience, enable separation and independence in supporting cases and to ensure progress is made with policy development, recruitment and learning and development.
- Greater demand for HR support is likely in the lead up and transition to a unitary re-organisation.
- Changes are needed to clarify and re-inforce a culture that supports managers in taking more responsibility for people management. There appears to be an over-reliance on HR in some areas.

f) Benchmarking Information

Size of the HR Service

In looking at other councils in the region, the ratio of the HR service staff to employees is on average 1:74. From the sample, the smallest HR function has 3 people in the team for a workforce size of 204.

A breakdown of staffing levels from a number of different councils is provided below:-

Authority	Employees Headcount	Employees FTE	HR & L&D Headcount	HR & L&D FTE	Ratio (Head count)	Ratio (FTE)
Borough	504	388.3	7	4.24	72	91.6
Borough	991	685	7	6.8	142	100.7
Borough	548	430	7	7.16	78	60.1
District	207	174	5	2.7	41	64.4
County	465	358	7	7	66	51.1
District	359	316	6	4.1	60	77.1
District	204	173	7	4.7	29	36.8
District	371	231	3	2.1	124	110.0
District	290	268	4	4	73	67.0
District	336	298	6	5.07	56	58.8
District	429	354.13	5	4	86	88.5
District	419	340.64	9	8.73	47	39.0
Borough	270	240.07	4	4	68	60.0
Borough	204	165	3	2.5	68	66.0

Casework

From a sample of 7 district/borough councils in the region, during the year 2016-17 there were the following levels of casework:-

	Council A	Council B	Council C	Council D	Council E	Council F
No. conduct hearings (disciplinary)	7	3	7	7	9	12
Number per 100 employees - number/(employee total/100)	1.63	0.61	1.10	0.89	2.14	4.39
No. formal grievance hearings	2	1	3	9	2	2
Number per 100 employees - number/(employee total/100)	0.47	0.20	0.47	1.15	0.47	0.73
No. Capability (performance) cases	0	1	1	1	0	0
Number per 100 employees - number/(employee total/100)	0.00	0.20	0.15	0.13	0.00	0.00
No. Capability (sickness) dismissals	1	1	2	4	4	0
Number per 100 employees - number/(employee total/100)	0.23	0.20	0.31	0.51	0.95	0.00
No. Harassment cases	1	0	1	1	0	0
Number per 100 employees - number/(employee total/100)	0.23	0.00	0.15	0.13	0	0.00
Total Number of Employees	429	491	636	786	419	270
HR Team Employees	4	5	13*		7	4
*shared HR service						

Conclusions

The review has identified some common themes:-

- The quality of the advice and work from the HR team is considered to be good.

- Capacity within the HR service is insufficient. Based on the benchmarking information, the size of the HR function at Wellingborough is smaller than most other local authorities. Although the size of the overall workforce at Wellingborough is smaller than many other local authorities, councils of a similar size tend to have at least 3 people and an FTE of around 2.5 within the HR function.
- Improved capacity will provide for some of the improvements that people would like to see in terms of greater resilience, separation of HR advice on the same cases, opportunity for more progress to be made on pro-active policy development, recruitment and learning and development support for the organisation. Work on these areas tend to be overtaken by urgent casework.
- Recruitment and retention has been identified as an area of concern, particularly with the proposals for a future unitary model, which will also increase the demand for HR support.
- Further work to establish the roles of managers and HR on people management issues would be beneficial. There is a shared view across the organisation that managers should have the responsibility and discretion to manage people and take responsibility and decisions, with the benefit of advice, options and risk information from the HR function and policies that support such flexibility. Changes to policies, behaviours, actions and development are needed to help reinforce this approach and support it as a culture consistently across the organisation.

Sam Maher

Director, HR & Councillor Development

30th May 2018

Human Resources Shared Service

HR Activity	This covers.....
I-Trent HR/Payroll data base	<ul style="list-style-type: none"> • Org Structure – reporting lines • Employee Records – set up (exc payroll) • Automated parts of the Recruitment activity • Absence Data Records • Training Records • Renewal monitoring (first aid / fire wardens /DBS /BPSS, warnings) • Equality Data Monitoring • HR Establishment Data Reports • Reporting to PSC
Employee Relations (Disciplinary, Grievance, Capability Probation, Absence, etc)	<ul style="list-style-type: none"> • General policy advice for managers • Investigations • Disciplinary, Probation or Capability Panels & Appeals • Grievances • Probation Meetings
Organisational Change	<ul style="list-style-type: none"> • TUPE (In or Out) and • Restructures & Redundancy
Establishment	<ul style="list-style-type: none"> • Family trees • Establishment data (FTE, vacancies etc) • Monitoring of Fixed Term Contracts (FTC) • Staff Directory
Employee Contract Management	<ul style="list-style-type: none"> • Variations to contract (individual only – <u>not</u> collective variations) • Flexible Working Requests • Flexible Retirement • Requests for data from 3rd parties (rental, mortgage applications) • Sabbaticals • Maternity / Paternity / Parental leave / Shared Parental leave etc • References for past/current employees
Job Evaluation	<ul style="list-style-type: none"> • Re-evaluation of new or existing posts
Absence Management (Huge resource area)	<ul style="list-style-type: none"> • Policy advice • Sickness Notification and Return to work docs • Referral to Nurse • Referral to OCC Health Doctor • Reasonable Adjustments – advice or referral to Access to Work • Triggers - warnings
Employee assistance Programme	<ul style="list-style-type: none"> • Confidential employee support line • Well-being activities / initiatives • 5 prong approach – Health, Finance, Work, Social and Family
Corporate Induction	<ul style="list-style-type: none"> • Corporate Induction (HR deliver) • H&S Induction (NNSRP deliver) • Equalities Induction (Equalities Officer delivers)
On- boarding (starters)	<ul style="list-style-type: none"> • Pre-employment screening (qualifications, references, gaps in employment) • Right to work in the UK • DBS / BPSS checks • Service Area Induction Packs
Off-boarding (leavers)	<ul style="list-style-type: none"> • Closing down of employee records (outstanding leave, provision of references, reclaiming of training fees etc) • Exit interviews
Recruitment (Huge resource area)	<ul style="list-style-type: none"> • Establishment Control (HR) • Budget control (finance) • Job Advert & Job Description (Manager) • Advertising (HR) • Application Management (HR) • Short listing (Manager) • Interviewing (Manager) • Conditional Offer made (Manager) • Pre-employment (HR) • Unsuccessful applicants (HR) • Feedback Requested (Manager) • Unconditional Offer letter & employee pack (HR) • Contract of employment (HR – checked by manager)
JCC (Unions: – Unison / Unite)	<ul style="list-style-type: none"> • HR attend JCC – bi- monthly • HR lead on sub-JCC meetings to facilitate discussions pre the formal JCC meetings (i.e. joint working on draft policy reviews or informal resolution to matters etc)
HR Policy	<ul style="list-style-type: none"> • Most policy refreshers are done in-house – complex policies are outsourced • Senior Management / HR lead on consultations with Unions

HR Activity	This covers.....
	<ul style="list-style-type: none"> • HR present revised policies to Committee for approval • HR deliver training to managers / staff on new policy • HR develop and deliver policy training
Corporate Training	<ul style="list-style-type: none"> • Budget held within HR for generic activities only – excluding H&S. • Apprenticeships • Work Experience Placements • WIZARD scheme (internal volunteers sharing knowledge) • PRIDE – development of core values • HR Policy Training
<p style="text-align: center;">Misc</p> <p>(CBC do not have an in-house employment law specialist)</p>	<ul style="list-style-type: none"> • Tribunals • Settlement Agreements • Senior Officer Case Management (HoS/Chief Officer) • Legislation Updates • HR Intranet – content management for all HR Pages • Transparency Data (statutory: salaries and TU activity) • Pay Policy Statement and Annual Accounts reporting for senior staff • Gender Pay Gap Reporting / Analysis – workforce data • Statutory reports – FOI, ONS Surveys, Subject Access Requests etc
Licences	<ul style="list-style-type: none"> • XPERTHR • Itrent
Agency Staff	<ul style="list-style-type: none"> • HAYS is the current procured partner
Equalities Officer	<ul style="list-style-type: none"> • <i>Single Equality Scheme</i> • <i>Equality Impact Assessments – advises Managers</i> • <i>Equality Data – create and publish statutory workforce data</i> • <i>Gender Pay Gap – analysis, publish and recommendations</i> • <i>Equality Induction Training – Officers / Members</i> • <i>Equality Refresher Training on legislation or EIA's</i> • <i>Access to Work – “reasonable adjustments” support for managers</i> • <i>Maintain Disability Confident status</i> • <i>Equality Awareness Sessions for front line staff – dementia friendly / Hearing Impaired etc</i> • <i>BIG WORD – translation services (procured provider)</i> • <i>Lead Officer for allegations of discrimination</i> • <i>Lead Officer for Equality WIZARD group</i> • <i>Advises at PGG and OCPC Officer Brief – (procurement/policy)</i>

Equality Impact Analysis (EqIA): initial screening

What is an EqIA? An EqIA is a tool which helps us identify how our policies and practices impact on different groups of people. It helps us remove or minimise any harm or discrimination and to look at the potential to advance equality and foster good relations. It shows we have had 'due regard' to equalities issues in our decision-making.

What is an initial screening? It is a first look at the policy or practice to see if there are any likely detrimental or positive effects or any opportunities to advance equalities. If there are no detrimental effects, there is no need to do a full analysis. If there are any likely detrimental effects or if we cannot tell if there will be then a full impact analysis will be required.

When do you need to do an initial screening? When new policies or practices are being developed, or when existing ones are being changed. Anything going to committee for a decision will need to have an EqIA Initial Screening.

Where can you get more information? There is information and guidance on EqIAs in the Equalities section on the intranet. Guidance on the completion of this form is available at

<http://bcwintranet.wellingborough.gov.uk/downloads/download/2084/equalities>

Service area: Human Resources	Date screening completed: 25 May 2018	
Assistant Director responsible for this analysis:		
Name: Karen Denton	Job Title: Assistant Director	Contact details: kdenton@wellingborough.gov.uk 01933 231601
Lead Officer conducting the analysis:	Karen Denton	
Others involved in the analysis: Bridget Gamble, Yolande Morgan (Unison Branch Secretary) EqIAs should not be completed by one person – always include others who may be able to provide an alternative perspective (this could include front line officers or people with specialist knowledge or interest – internal or external to the council).		
Name of policy/activity being screened: A shared service for Human Resources		
Is this a new or existing/updated policy/activity?	<input checked="" type="checkbox"/> new	<input type="checkbox"/> existing/updated
How is the policy/activity approved/adopted:	<input checked="" type="checkbox"/> committee	<input type="checkbox"/> delegated
Briefly describe the aim(s), objective(s) or purpose of the policy/activity being analysed: If this EqIA is assessing the impact of a proposed change, please describe how it has changed. If the policy or practice has had an EqIA in the past, just assess the change, if not; assess the whole policy/practice.		

It is proposed that the council moves to a shared service for human resources with East Northamptonshire and Corby councils, hosted by Corby.

What outcomes are sought from the policy/activity (or from the change(s) proposed)?

Improved resilience for the service, improved independence in handling employee matters such as disciplinary and grievance cases, efficiencies in policy production, review and implementation.

Who is intended to benefit from this policy/activity?

Existing employees within the service, service users.

Who are the main stakeholders?

(e.g. partners/employees/members/community groups)
Managers/employees, partner organisations.

Are there any other policies or activities that should be considered as part of this analysis? How does it fit in with, or will it affect, other priorities/strategies/policies/practices? e.g. PRIDE, Corporate Business Plan, Sustainable Communities Strategy, Service Plans, work within your service area

Yes **No** **If yes, please describe:** Sharing services is an ambition of the council and in anticipation of a new unitary authority being formed, it is pragmatic to react to opportunities to share services in advance of any formal changes to local government within Northamptonshire.

What information/evidence is the analysis based on? e.g. local and national census/population information, indices of multiple deprivation, workforce data, customer surveys, consultations, feedback, reports, equality monitoring data

Independent reports on local government in Northamptonshire, Secretary of State announcements, other shared services within the county.

Are there any significant gaps in the evidence base?

Yes **No** **If yes, please describe:**

Are there any plans to fill the gaps?

Yes **No** **If yes, please describe:**

Remember: this EqIA provides documentary evidence to show that you **systematically considered** the potential impact that your policy/activity could have on equality groups in line with your statutory obligations – you should bear this in mind when completing the remainder of this form and provide as much detail as possible. The outcome of this analysis should be considered, **prior to** any final decisions being taken.

Key questions:

- Could this policy/activity and the way we deliver it '**adversely affect people who share a protected characteristic**' and thus contribute to discrimination, harassment and/or victimisation i.e. have a **negative impact**?
- Could this policy/activity and the way we deliver it '**advance equality of opportunity**' and/or '**foster good relations**' between people who share a protected characteristic and those who do not i.e. have a **positive impact**?

Protected characteristic	Analysis of potential impact (positive/neutral/negative)	What is the level of impact (high/med/low) and what evidence do you have for your analysis? What measures are in place to address potential negative impacts and/or to advance equality of opportunity/good relations?	Can the policy/activity be altered to mitigate any negative impact, or to advance equality and good relations? (Yes/No/N/A)	What actions are needed to either mitigate negative impact, or advance equality and foster good relations? Include details of <u>TIMESCALES</u> and <u>WHO WILL BE RESPONSIBLE</u> for implementing these changes.
Age	Neutral	No identifiable impact	N/a	
Disability	Neutral	There are no negative impacts anticipated but should these arise then reasonable adjustments will be made.	Yes	There may be an impact in terms of location and a requirement to travel to other sites. This will be considered during the consultation and transition periods. Reasonable adjustments will be made and any changes will be documented in advance of the partnership.
Gender reassignment	Neutral	No identifiable impact.	N/a	
Marriage/civil partnership	Neutral	No identifiable impact	N/a	
Pregnancy/maternity	Neutral	No identifiable impact	N/a	
Race	Neutral	No identifiable impact	N/a	

Religion/ belief	Neutral	No identifiable impact	N/a	
Sex (gender)	Negative	Both employees within the service that are affected by the proposals are female.	No	Any changes to service delivery will be made in line with policy and with appropriate consultation.
Sexual orientation	Neutral	No identifiable impact	N/a	
Other considerations e.g. human rights, social inclusion	Positive	The proposed changes provide opportunities for broadening skills and knowledge .	Yes	

Please indicate the outcome of this screening:

1. No adverse impact identified - **no change** required to the policy/activity.
2. No adverse impact identified - **changes made** to the policy/activity to promote equality/foster good relations.
3. Low negative impact - **minor adjustments** made to the policy/activity.
4. Low negative impact and/or missed opportunities to promote equality - implement/continue with the policy/activity with **no adjustments** (you must have clearly justified your decision in the analysis above, and the decision must be in line with the duty to have 'due regard' to equality. Examples include legal requirements or promotion of equality of opportunity for one particular group).
5. Substantial negative impact and/or significant missed opportunities to promote equality - further investigation required. A **full EqlA** will commence:
6. Insufficient data/information on which to base analysis - further investigation required. A **full EqlA** will commence:

Procedure for sign-off of EqlAs:

1. This EqlA should first be scrutinised by members of your own service.
2. Email a copy of this EqlA, together with the document(s) to which it relates to equalities@wellingborough.gov.uk stating clearly in the title 'EQIA FOR QUALITY ASSURANCE'.

3. Your completed EqlA will then be circulated to members of the Corporate Communications Group (CCG) for scrutiny and will be returned to you with comments/amendments.
4. The revised version should then be checked by yourself and your CCG representative and signed off by your Head of Service.
5. Email a copy of the final version of the EqlA to equalities@wellingborough.gov.uk stating clearly in the title 'EQIA Final '.
6. Send the signed paper copy of the final EqlA, together with the document(s) to which it relates, to **Organisational Development, Room F5, Swanspool Annexe**. This will be placed on a central file as evidence.
7. **Please note: this EqlA is not deemed complete until all of the above stages have been carried out.**

This EqlA screening must be agreed by the Corporate Communications Group representative for your service area and signed off by your Head of Service.

In the event of any queries, contact the Senior Organisational Development Officer on ext 1711 or e-mail: equalities@wellingborough.gov.uk

Agreed by Corporate Communications Group representative:

Name:	Signature:	Date:
_____	_____	_____

Agreed by Head of Service or Corporate Director:

Name:	Signature:	Date:
_____	_____	_____

Important: If the policy/activity is to be **approved/agreed by Members** then you will need to **indicate on the forward plan** that an EqlA accompanies the item and the **completed form must be appended to the committee report.**
