

Equality Impact Assessment (EIA) (Community Meals Staff)

Document control

Title of activity:	<i>Decommissioning of the Community Meals Service</i>
Type of activity:	<i>The activity is the decommissioning of the Council's community meals service following an in depth review and options appraisal of the future viability of the service.</i>
Lead officer:	<i>Darren Marshall, Project Manager, Catering Services, Learning & Achievement</i>
Approved by:	<i>Mary Pattinson, Assistant Director – Learning & Achievement</i>
Date completed:	<i>10th December 2015</i>
Scheduled date for review:	<i>This EIA will be reviewed at the end Jan 2016 following the Cabinet decision and prior to launching the staff consultation process.</i>

The Corporate Policy & Diversity team requires **5 working days** to provide advice on EIAs.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

1	Title of activity	<i>Decommissioning of the Council's Community Meals Service</i>
2	Type of activity	<i>Following a comprehensive review of the service, the proposal is to decommission the community meals service and signpost and support current users of the service to alternative provision in the marketplace.</i>
3	Scope of activity	<p><i>The decommissioning process will involve several stages and work-streams involving more than one service within the Council as follows:</i></p> <ol style="list-style-type: none"> <i>1. Catering Services in conjunction with HR will implement the Council's Organisational Change & Redundancy Policy as the HR framework for all activities and processes around formal consultation with affected staff.</i> <i>2. Catering services to investigate the viability of any suitable proposals from affected staff and Trade Union representatives during the 45 day consultation process.</i> <i>3. Catering Services in conjunction with Adult Social Care and the Corporate Communications Team will develop a comprehensive communication plan to manage the communications will all recognised stakeholders and implement the plan during the decommissioning period.</i> <i>4. Catering Services in conjunction with Adult Social Care will develop a decommissioning plan to manage the day to day activity required to close down the service ensuring no gaps in care are experienced by vulnerable service users.</i> <i>5. Catering Services in conjunction with Adult Social Care to produce a range of comms material to help signpost service users the most suitable alternative meal provision i.e. leaflets, website.</i> <i>6. Adult Social Care to establish a telephone support desk and email to support existing and new users to find alternative meal provision during the decommissioning period.</i> <i>7. Adult Social Care to make contact with all service users identified as requiring support during the review to manage the transition to the most suitable alternative provision.</i> <i>8. Catering services (in conjunction with asset management) to decommission supplier contracts (food products and vans) and close down Bradley House.</i>

		<p><i>The aim of the decommissioning process is to ensure that:</i></p> <ul style="list-style-type: none"> • <i>All community meals staff are adequately supported through the organisation change and redundancy process.</i> • <i>All service users are adequately support through the changes to their meal provision and that no service user is put at risk by the changes to the service.</i> • <i>Adequate communication with all affected stakeholders takes place throughout the decommissioning process.</i>
4a	Is the activity new or changing?	<p><i>This is a new activity which will impact a number of individuals and groups both inside and outside the Council.</i></p>
4b	Is the activity likely to have an impact on individuals or groups?	
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	<i>Darren Marshall, Project Manager, Catering Services, Learning & Achievement</i>
Date:	<i>10th December 2015</i>

2. Equality Impact Assessment

Background/context:

Havering Catering Services (HCS) operate an in-house community service for residents of Havering and Barking and Dagenham. The service has seen a decline in service users and made increasing financial losses since 2012-13 which have been subsidised by the Council.

As part of the Council's cost reduction exercise, the service had an MTFs target of £100k to be achieved in 2015/16. This removed the subsidy for meals and meant that sufficient costs savings had to be found in the service to operate at full cost recovery. This prompted the need to undertake a full review of the service which has included the following activities:

- A consultation exercise to gather feedback on the service from current community meals customers.*
- A briefing meeting and other communications with staff and trade unions to seek input and ideas for improving income and/or cost saving measures.*
- A marketing impact assessment to identify and assess effectiveness of bringing on board new customers.*
- An options analysis to explore other potential operating models for the service.*

The service review was unable to identify alternative ways of delivering a sustainable community meals service which could operate at full cost recovery for at least five years or more.

The recommendation of officers conducting the review was therefore to decommission the service and signpost and support service users to alternative means of obtaining a meal.

The Council does not have a statutory obligation to fund any meals related costs, other than those costs related to the provision of support to people who meet the national eligibility criteria for adults with care and support needs under the Care Act 2014, to help them access and consume meals.

Expand box as required

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	
Negative	x
<p>Overall impact: <i>If the age and length of service profile indicates that a number of staff in particular have worked at their current location undertaking their current role for a considerable period of time. The following may apply:</i></p> <ul style="list-style-type: none"> • <i>These staff may not be familiar with preparing application forms and undertaking selection exercises.</i> • <i>Additional support is required to ensure that these staff are able to perform to their full potential in any selection exercises and there is not a disproportionate impact on older workers.</i> • <i>Staff, particularly those with more years' service, have a strong cultural association with the organisation this may impact upon how they respond to the changes.</i> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>The majority (61.3%) of the current community meals workforce are aged 50 and over. 45.2% of staff are aged between 50 and 60, and 16.1 % are aged 60+.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>When analysing the data, consideration must be given to the fact that historically there has been reluctance by members of the workforce to self-declare as disabled. Other considerations must therefore be taken into account in identifying any potential impact for example the number of people with reasonable adjustments in place, the number of people on restricted and recuperative duties.</i> <i>*Expand box as required</i>
Positive	
Neutral	
Negative	
Evidence: <i>96.8% of the community meals workforce have an unknown disability status.</i> <i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i> <i>*Expand box as required</i>	

Sex/gender: Consider both men and women	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact: <i>Women generally are more likely to have caring responsibilities and are more likely to make use of part-time and flexible working patterns. We must therefore ensure that these issues are taken into account in the development of role profiles and working patterns, and in the development of the selection processes</i>	
<i>*Expand box as required</i>	
Evidence: <i>90.3% of the community meals workforce are female.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database.</i>	
<i>*Expand box as required</i>	

Ethnicity/race: Consider the impact on different ethnic groups and nationalities	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input checked="" type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact: <i>Whilst there are not any potential impacts identified, the organisation may wish to consider undertaking an analysis of exit surveys to determine if staff have exited the organisation due to harassment.</i>	
<i>*Expand box as required</i>	
Evidence: <i>The majority (77.4%) of the community meals workforce are non-BME.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>No impacts identified for this category.</i>
Positive	
Neutral	x
Negative	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the religion/faith of community meals staff.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>It is important to note that same sex couples may have similar issues as heterosexual couples with regards to caring responsibilities.</i>
Positive	
Neutral	x
Negative	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the sexual orientation of community meals staff.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	x
Negative	
<p>Overall impact: <i>Although there are no specific issues relating to gender reassignment that have been identified, individuals could identify themselves during the process.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>There is no data available to identify members of community meals staff who are seeking, undergoing or have received gender reassignment surgery.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	x
Negative	
<p>Overall impact: <i>No impacts identified for this category.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>There is no data available to identify the marriage or civil partnership status of community meals staff.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact: <i>Members of the workforce who are pregnant or on maternity leave might experience issues relating to, returning to work in a new role or at a new work site.</i></p> <p><i>Discrimination covers the unfavourable treatment of a woman during the “protected period” in relation to her pregnancy or illness suffered by her as a result of that pregnancy.</i></p> <p><i>Unfavourable treatment during the protected period is also covered because a woman:</i></p> <ul style="list-style-type: none"> <i>Is on compulsory maternity leave, or</i> <i>She is exercising or seeking to exercise, or has exercised, or sought to exercise, the right to ordinary or additional maternity leave.</i> <p><i>The ‘protected period,’ in relation to a woman’s pregnancy, begins when the pregnancy begins, and ends:</i></p> <ul style="list-style-type: none"> <i>If she has the right to ordinary and additional maternity leave, at the end of the additional maternity leave period or (if earlier) when she returns to work after the pregnancy;</i> <i>If she does not have that right, at the end of the period of 2 weeks beginning with the end of the pregnancy.</i>
Neutral	
Negative	
<i>*Expand box as required</i>	
<p>Evidence:</p> <p><i>There is no data available to identify the pregnancy status of community meals staff.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	x
Negative	
Overall impact: <i>No impacts identified for this category.</i>	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the pregnancy status of community meals staff.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	Staff in the 50+ age bracket may not be familiar with preparing application forms and undergoing a selection process.	<p>All restructuring activity should consider providing appropriate support to staff in preparing application forms and preparing for selection processes. This could take the form of written guidance (toolkits), presentations / workshops for staff on preparing application forms / interview techniques etc. Accessing support from Support Associations (unions) or HR e.g.</p> <p>Job Centre Plus provides additional services for the over 50s</p> <p>New Deal for over 50s' - a government programme to re-employ older people</p> <p>The Age and Employment Network (TAEN) provides services for the over 50s' to re-enter the job market</p>	<p>Support is made available via the Council for all affected staff to assist them to find alternative employment.</p> <p>Staff are also signposted to additional external support.</p> <p>Monitor in line with Councils standard process.</p>	Immediately after consultation process.	HR

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	As above	As the proposal moves into the implementation stage communication messages and FAQs need to emphasise the choices that are likely to be available to staff, the limitations of these and encourage staff to give proactive consideration of their long terms career paths. Equally, staff need to be aware of the support that is being made available to them, particularly those with specific needs.	Comms packs made available to all affected staff. Discussions take place during planned 1:1's. Monitor via 1:1's to ensure all staff receive and understand the information made available.	Within 1 month of consultation	Dennis Brewin/HR
Age	As above	Managers also need to be equipped to provide the correct advice to staff and ensure they are being realistic about the choices that they face. Good practice highlights the importance of targeted and timely communications to individuals affected by the change and local line managers and unit heads to enable them to support their staff and provide consistent guidance.	Catering staff are briefed on the process by HR colleagues and supported to ensure correct support and advice given to staff. Set up weekly catch up meetings to monitor implementation progress and any issues. Include review of HR process in agenda.	Immediately after Cabinet decision.	Dennis Brewin

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Disability	Historically there has been reluctance by members of the workforce to self-declare as disabled.	As the review moves into the implementation stage it is important that communications to affected members of our workforce encourages them to notify line management/HR of any previously undeclared disability that could affect their ability to perform a role in the new organisation. The communication messages need to reinforce an organisational commitment to respond to people's needs and the support that is available to staff but that "if we don't know about it, we can't address your needs".	Staff members feel able to declare any disability to HR/Line Management. Support plan is put in place to address their needs. Regular reviews to be established. Timescales TBC within the support plan.	Immediately following consultation	Dennis Brewin
Disability	As above	Managers will need to offer and conduct 1-2-1 meetings with the workforce to identify sensitive issues relating to impairments or reasonable adjustments. Line managers should be signposted to the relevant guidance and , the role of OH etc.	1:1's to be conducted with all staff following the consultation process to identify sensitive issues. Monitor to ensure all staff have had a 1:1 in the timescale.	1 month following consultation	Dennis Brewin
Gender/Sex	Potential for underlying issues that increase the likelihood that women wish to voluntarily leave employment.	As the use of part-time and flexible working patterns often are essential in maintaining work / life balance particularly when managing caring responsibilities, consideration should be given that any proposed resettlement activity is developed with attention to the particular issues that may impact upon individuals because of their sex (i.e. flexible working rights and options)	1:1's to be conducted with all staff following the consultation process to identify where flexible working hours are required. Monitor to ensure all staff have had a 1:1 in the timescale.	1 month following consultation	Dennis Brewin

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Gender/Sex	As above	Consideration to be given to the realistic possibility of job sharing across all service areas.	Identify possible job share opportunities for affected staff across the wider catering business.	1 month following Cabinet decision.	Dennis Brewin
Gender Reassignment	Individuals could identify themselves as undergoing gender reassignment during the process.	As the restructure moves into the implementation stage it is important that communications to affected members of our workforce encourages them to notify line management/HR of any issues that may impact upon an individual's ability to apply for a role	Staff members feel able to notify issues to HR/Line Management. Support plan is put in place to address their needs. Regular reviews to be established. Timescales TBC within the support plan.	Immediately following consultation	Dennis Brewin

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

This is a pre-emptive EIA document whereby impacts only come into effect if Cabinet support the recommendations to decommission the community meals service and if the consultation process fails to identify an alternative future for the service.

This EIA will therefore be reviewed with the relevant officers following a Cabinet decision to decommission the community meals service and will be used as an integral part of the implementation planning process to ensure all actions are assigned and managed.