

FULL EQUALITY ASSESSMENT– STAGE 2

Step 1– Scoping the Equality Assessment

Building on the material included at the Initial Screening stage, you should begin the Equality Assessment by determining its scope. The Equality Assessment should consider the impact or likely impact of the policy, strategy, function or service in relation to all areas of our remit. The Equality Assessment should be proportionate to the significance and coverage of the policy, strategy, function or service.

1. What data, research and other evidence or information is available which will be relevant to this Equality Assessment? Please tick all that apply

Service Targets	<input checked="" type="checkbox"/>	Performance Targets	<input checked="" type="checkbox"/>	Service Take-up	<input checked="" type="checkbox"/>
User Satisfaction	<input type="checkbox"/>	Press Coverage	<input type="checkbox"/>	Census Data	<input type="checkbox"/>
Workforce Monitoring	<input checked="" type="checkbox"/>	Community Intelligence	<input type="checkbox"/>	Previous Equality Impact Assessment	<input type="checkbox"/>
Complaints & Comments	<input type="checkbox"/>	Information from Trade Unions	<input checked="" type="checkbox"/>	Staff Survey	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>				

Please provide details on how you have used the available evidence/information you have selected as part of your Assessment?

Part of the Strategic and financial information for City Serve has been captured in Stage 1 of the Equality Assessment. The City Serve Destination Guide was produced which includes a Contract Catering Market Analysis which showed:

Overall Market:

- Public Sector market will grow by 13% over the next 5 years.
- Education market will grow by 19% in the same period
- B&I market is consolidating with providers moving into education and health to offset
- Decline in lunch hour and rise of packed lunch – 65% families now make pack lunches
- Dramatic growth in breakfast offering across market
- Market taking cost out – procurement and head office
- Growth of loyalty and incentive schemes
- Healthy eating, provenance, seasonal locally based labelling all strong trends.

Schools:

- About 45% children have school lunch
- 30% children get money for breakfast
- 30% children obese
- Shift from main meals to grazing
- Growth in grab and go lighter/easier options
- 31% primary schools with private contractors

- 28% secondary with private and 23% with in house provider
- 81% parents want on-line payment mechanism
- School Food Plan aiming to secure £1.2bn investment in school meals with 70% take up targeted

The Destination Guide also includes strengths and weaknesses of the current City Serve Model and a Catering proposition to bring improvements in the service. The proposed changes in the Organisational Structure were highlighted and a summary of what this meant for staff:

Client Manager as single point of contact for schools
 Encourage teams on the ground to make more decisions
 Computers to assist your work
 Electronic processes replace paper based approaches

As part of Stage 2 a series of Staff and Stakeholder Consultations have taken place to share information and findings with staff and to obtain a better understanding, and implications of the impacts.

The restructure proposes the deletion of 52 posts in the structure and the creation of 35 new posts that are aligned to the new strategy and business model.

The changing / grade mix of the proposed changes are:

Grade	Current Structure	Proposed Structure
7	1	1
6	0	2
5	13	20
4	9	1
3	15	3
2	12	8
1	2	0
Total	52	35

The proposed changes highlighted in the Destination Guide which also demonstrates the Consultations with teachers, has been used to devise the new structure and map out the reasons for the restructure. The Destination guide was distributed to staff at meetings throughout October and November 2013, this provided explanations of the changes / restructure and details of the next stage and staff were given the opportunity to ask questions in their One to One's, via a Mailbox that was set up and group meetings. A list of FAQ's has been produced and was made available to all staff. Every affected employee had a One to One meeting with management.

2. Have you identified any gaps in relation to the above question? Yes No
 If 'Yes' please detail including what additional research or data is required to fill these gaps? Have you considered commissioning new data or research?

If 'No' proceed to Step 2.

N/A

Step 2 – Involvement and Consultation

Please use the table below to outline any previous involvement or consultation with the **appropriate** target groups of people who are most likely to be affected or interested with this policy, strategy, function or service.

Target groups

3. Describe what you did, with a brief summary of the responses gained and links to relevant documents, as well as any actions

Age

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employees with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

Events include: Regular Trade Union Consultations, Regular HR Meetings to ensure compliancy with all relevant policies and procedures, Formal Consultations and Briefings with Staff Groups at key stages, discussions with managers in one to one meetings, creation of a mailbox for staff to raise questions, queries and concerns, opportunity to discuss options with an independent consultant, access to a range of resources and support from HR including interview techniques, information available in electronic and hard copy format and briefings have been held in venues that are Equality Act (2010) compliant.

Staff: Analysis shows from the 52 Impacted staff at City Serve:

- 1 is under 30 years of age
- 7 are between 30 and 40 years of age
- 11 are between 40 and 50 years of age
- 28 are between 50 and 60
- 5 are over 60 years of age

From the staff impacted by the restructure over half the staff are over the age of 50.

Disability

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

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Staff: Analysis shows from the 52 Impacted Staff at City Serve 2 staff members have a disability.

Gender reassignment

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

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Marriage and Civil partnership

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

Events include: Regular Trade Union Consultations, Regular HR Meetings to ensure compliancy with all

relevant policies and procedures, Formal Consultations and Briefings with Staff Groups at key stages, discussions with managers in one to one meetings, creation of a mailbox for staff to raise questions, queries and concerns, opportunity to discuss options with an independent consultant, access to a range of resources and support from HR including interview techniques, information available in electronic and hard copy format and briefings have been held in venues that are Equality Act (2010) compliant.

Pregnancy and maternity

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

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Staff: Analysis shows from the 52 Impacted staff at City Serve there are no staff within the scope of the restructure that are pregnant or on maternity leave.

Race

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

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available in electronic and hard copy format and briefings have been held in venues that are Equality Act (2010) compliant.

Staff: Analysis shows from the 52 Impacted staff at City Serve:

46 are White

1 is Asian/Asian British

4 are Black/Black British

1 is other

Religion and belief

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

Events include: Regular Trade Union Consultations, Regular HR Meetings to ensure compliancy with all relevant policies and procedures, Formal Consultations and Briefings with Staff Groups at key stages, discussions with managers in one to one meetings, creation of a mailbox for staff to raise questions, queries and concerns, opportunity to discuss options with an independent consultant, access to a range of resources and support from HR including interview techniques, information available in electronic and hard copy format and briefings have been held in venues that are Equality Act (2010) compliant.

Sex

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

Events include: Regular Trade Union Consultations, Regular HR Meetings to ensure compliancy with all relevant policies and procedures, Formal Consultations and Briefings with Staff Groups at key stages, discussions with managers in one to one meetings, creation of a mailbox for staff to raise questions, queries and concerns, opportunity to discuss options with an independent consultant, access to a range of resources and support from HR including interview techniques, information available in electronic and hard copy format and briefings have been held in venues that are Equality Act (2010) compliant.

Staff: Analysis shows from the 52 Impacted staff at City Serve:
35 are Female
17 are Male

Sexual orientation

The restructuring of the Head Office has been consulted on to ensure effective communication and dialogue with all Employee's with a particular focus on affected staff, Schools, HR Representatives and Trade Unions on the proposals as part of the consultation process.

Events include: Regular Trade Union Consultations, Regular HR Meetings to ensure compliancy with all relevant policies and procedures, Formal Consultations and Briefings with Staff Groups at key stages, discussions with managers in one to one meetings, creation of a mailbox for staff to raise questions, queries and concerns, opportunity to discuss options with an independent consultant, access to a range of resources and support from HR including interview techniques, information available in electronic and hard copy format and briefings have been held in venues that are Equality Act (2010) compliant.

4. Who are the main stakeholders and what are their requirements?

1. Staff – The restructure proposes the deletion of 52 posts in the structure and creation of 35 new posts that are aligned to the new strategy and business model. A number of staff have chosen to take voluntary redundancy and no compulsory redundancies have been made.
2. Customers (Schools, Academies, Children Centres, Teachers and Bursars, Outdoor Learning Service) - To ensure that customers shaped the development of the strategy. This input has had strong influence over the development of the single point of contact for catering and cleaning and so shaped the staff restructuring.
3. Trade Unions – Information on changes and any effect on member's terms and conditions.
4. Corporate HR – Guidance on ring-fencing of posts and recruitment to ensure City Serve is fully compliant with all relevant policies and procedures. Involvement / arrangements of redundancies. Involvement in agreeing HR processes / work that will be done for City Serve in line with corporate procedures.
5. Corporate Finance – Saving Targets attached as part of overall Service Review.

5. Amongst the identified groups in the previous question, what does your information tell you about the potential take-up of resulting services?

The overall benefits of the changes are to secure a long term customer base for City Serve, establish the organisation`s position as the leading Facilities Management provider to schools in the City, generate profit in order to secure money to reinvest in the service offering to schools and secure an income stream for the City Council and safeguard jobs in the Service.

The restructure proposes the deletion of 52 posts in the structure and the creation of 35 new posts that are aligned to the new strategy and business model. Existing staff within the service have had the opportunity to apply for the new posts that have been created, allowing the service to continue operating with experienced staff in place. 5 staff members were successful at obtaining a position in the new management structure.

Step 3 – Assessing Impact and Strengthening the Policy

6. What will be done to improve access to, and take-up of, or understanding of the policy, strategy, function or service?

NB: These are the measures you will take to mitigate against adverse impact.

The restructure is being undertaken within corporate guidelines with sensitivity ensuring fairness and meeting the equality duty. Management processes underpinning the change are being undertaken with the full involvement of Human Resource Specialists and Trade Unions.

The process has followed best practice in relation to consultation of staff and stakeholders, and steps were put in place to allow staff to feedback views and opinions collectively and individually via a secure mailbox.

Mechanisms such as one to one meetings with line managers, meetings with an independent consultant and advice from trade union representative has been used to allow staff to express their views and concerns within a safe forum

Corporate guidance on ring-fencing of posts and recruitment are being followed and a weekly meeting with Management and HR has been put in place to ensure City Serve is fully compliant with all relevant policies and procedures.

All posts will be recruited to by competitive selection and this will include testing and an interview process to ensure fairness. At the earliest stages where there is likely to be competitive selection the job roles and person specifications will be shared with staff.

Information about the staff groups affected has been analysed and will be subject to on-going monitoring to analyse any negative consequences on individual staff or groups of staff.

A detailed transition plan has been developed in order to ensure that impact of losing skilled staff is minimised. This has included analysing existing procedures and arrangements for handovers and skills transfer.

Employees that have chosen to take redundancy have access to a range of support through people solutions to help them find new work. A number of additional measures have been put in place in mitigation of adverse impact: career/life planning advice from an independent consultant; access to support in relation to all aspects of career planning and job-hunting provided by the Council; opportunity to find another job in the Council through Priority Movers scheme.

Step 4 – Procurement and Partnerships

7. Is this project due to be carried out wholly or partly by contractors?

Yes

No

If 'yes', have you done any work to include equality considerations into the contract already? Specifically you should set out how you will make sure that any partner you work with complies with equality legislation (employment practice/service provision)

N/A

Step 5 – Making a Decision

8. Summarise your findings and give an overview of whether the policy, strategy, function or service will meet the authority's responsibilities in relation to equality and support the council's strategic outcomes?

A strategy paper has been presented to members of the CYPF Directorate Management Team - DMT and to Cabinet Members Briefing for approval. A strategy has been agreed that will consolidate the organisation's position as the leading Facilities Management provider to schools in the City and generate profit in order to secure money to reinvest in the service offering to schools and secure an income stream for the City Council.

Specific objectives have been set for the strategy, these are to:

- Consolidate position in the market to retain a core of 85% of current catering clients and 80% of current cleaning clients
- Generate a surplus of £3-4m by 2017-18
- Set out an investment programme worth 70% of surplus generated used to improve meal time experience, drive sales and secure long term contracts

The overall benefits of changes are to secure a long term customer base for City Serve, safeguard jobs in the Service, improve the school meal offering in line with the impending government blueprint, contribute to improvement in attainment levels in schools, and support drive to tackle obesity levels.

The strategy proposed also links to the City's Health and Wellbeing Strategy in relation to tackling obesity and supports improved school attainment.

Step 6 – Monitoring, Evaluating and Reviewing

Before finalising your action plan you must identify how you will go about monitoring the policy/function or the proposals, following the assessment, and include any changes or proposals you are making.

9. What structures are in place to monitor and review the impact and effectiveness of the new policy, strategy, function or service?

Existing management monitoring tools, such as at One to one's, Supervisions, Team/Area Meetings will be used to monitor any impacts on teams / staff caused by the reduction of staff numbers and changes in restructuring the City Serve Head office.

Existing communication mechanisms with schools will be used to monitor any service delivery impacts caused by the restructure.

Project Team managing restructure and Transition Plan in place to monitor, evaluate and review the new service model.

Reporting progress into Education Service Review Sub-programme Project Board.

Step 7 – Action Plan

Any actions identified as an outcome of going through the Steps 1 – 6, should be mapped against the headings within the Action Plan.

NB: summarise/evidence actions taken to mitigate against adverse impact.

10. Taking into consideration the responses outlined in the Initial Screening Stage and Steps 1-6 of the Full Assessment, complete the action plan below.

	Ref (if appropriate)	Actions	Target date	Responsible post holder and directorate	Monitoring post holder and directorate (if appropriate)
Involvement and Consultation		<ul style="list-style-type: none"> • Consultation/ briefings with Staff • One to One meetings • Group discussions • Consultations with Trade Unions • Meetings with Corporate HR • Transition Plan 	April 2013 to March 2014	Nimmi Patel / Sheila Walker	Directorate
Data Collection		<ul style="list-style-type: none"> • Analysis of staff affected 	August 2013	Nimmi Patel / Sheila Walker	Directorate
Assessing Impact		<ul style="list-style-type: none"> • Consultation/ briefings with Staff • One to One meetings • Group discussions • Consultations with Trade Unions • Meetings with 	April 2013 to March 2014	Nimmi Patel / Sheila Walker	Directorate

Procurement and Partnership	Corporate HR • Transition Plan			
	N/A			
Monitoring, Evaluation and Reviewing	Transition Plan Programme Board Project Board	April 2013 to Sept 2014	Nimmi Patel / Sheila Walker	Directorate

Step 8 – Sign-Off

The final stage of the Equality Assessment process is to formally sign off the document as being a complete, rigorous and robust assessment

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Chairperson of Equality Assessment Task Group

Name: Nimmi Patel	Job Title: Head of City Serve	Directorate People	Sign-off Date: 17/04/2014
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Concluding statement: I agree with this assessment as Head of City Serve and Chairperson of EA task group.

Quality Check and Review by the Directorate Contact Officer:

Name: Veronika Quintyne	Directorate Team: Governance and Policy	Review Date: April 29 2014
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Summary of strengths and area(s) for improvement:

Analysis of Information about the staff groups affected by the restructure has been analysed. It will be subject to on-going monitoring to analyse any negative consequences on individual staff or groups of staff. This may be further strengthened by noting this under the protected characteristics.

A detailed transition plan has been developed in order to ensure the minimalisation of any potential impact of losing skilled staff is minimised. This has included analysing existing procedures and arrangements for handovers and a skills transfer.

A full action plan is outlined charting changes to 2014 this could be further strengthened by outlining monitoring of change during 2015. This will help with any future service review and the measuring of outcomes.

Service Director or Senior Officer (sign-off)

Name: Required	Job Title: Required	Date: Required
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