

Appendix B – Severance Packages

The total costs of the package for each employee who are redundant as a result of the Senior Management Consultation are broken down as follows:

Employee 1:

Description	Costs	Comment
Redundancy Payment	£56,930.00	Statutory & Contractual Entitlement
Pension Strain	£95,936.89	
Pay in lieu of notice	n/a	
Annual Leave	To be confirmed	
Total Costs	£152,866	

Employee 2:

Description	Costs	Comment
Redundancy Payment	£56,930.00	Statutory & Contractual Entitlement
Pension Strain	£100,933.96	
Pay in lieu of notice	n/a	
Annual Leave	To be confirmed	
Total Costs	£157,863.96	

Appendix C – Responses to the feedback from the consultation

<u>Alternative Proposals</u>	<u>Decision</u>	<u>Reasons for the decision</u>
<p>1. Head of Service for Registrars and Cemetery and Crematorium service area should be reconsidered and reinserted into the proposed structure.</p> <p>2. Registrars and Cemetery and Crematorium service area should sit under a different Directorate. Not within Law and Governance as currently proposed but positioned under the Director of Public Health and Public Protection or in the same Directorate as Environmental Services, as they were before the proposed restructuring.</p>	<p><input type="checkbox"/> YES</p> <p><input checked="" type="checkbox"/> NO</p> <p><input type="checkbox"/> PARTIALLY AGREE</p>	<p>1. Creating a Head of service will add additional costs that are not entirely necessary. It would be preferable to have an overall manager for the combined service. However, changes to the next levels of management will be decided upon in the next stages of the process.</p> <p>2. Registrars and Cemetery and Crematorium service area will remain as shown on the structure, but this will be subject to a 6-month review. The JD for the Director of Law and Governance currently includes Registrars and Cemetery and Crematorium within the responsibilities section and there will be further revisions to ensure all areas are covered should the service be transferred to the MO.</p>
<p>3. Query on if the following posts were necessary or if they should be removed (primarily due to some posts looking unbalanced in relation to line management and budget).</p> <p>Posts in question: ASC 2-1, ASC 3-0, RH&E 1-1, RH&E 5-0, S&T 2-3, S&T 3-1, S&T 2-1, PH 1-1.</p>	<p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p> <p><input checked="" type="checkbox"/> PARTIALLY AGREE</p>	<p>3. The imbalance in the roles have been taken through job evaluation, and considers legislative responsibility, corporate and strategic responsibility, and political contact not just budget and direct line reporting.</p> <p>However, perceived disparities will be checked by the executive directors and any necessary amendments will be made accordingly.</p>
<p>4. Need for a co-ordinated and senior leadership driven function for carbon, climate change and sustainability that currently is not clearly articulated within the consultation and new structure.</p>	<p><input type="checkbox"/> YES</p> <p><input checked="" type="checkbox"/> NO</p> <p><input type="checkbox"/> PARTIALLY AGREE</p>	<p>4. CLT will not introduce a co-ordinated and senior leadership function for carbon, climate change and sustainability. However, they will flag in reports that there is the need to have strategic leadership of corporate issues added to director's job</p>

		<p>descriptions. Plans will be made to ensure that a director is responsible for co-ordinating cross-cutting action on climate change for example. other directors will be then aligned to other strategic priorities either singularly or in combination. However, more thought needs to go in to how this will look in future.</p> <p>We also recognise the need for more technical expertise is something that the senior leadership team will be looking to build upon in future.</p>
<p>5. Chief Executive should have a Chief of Staff / Asst Chief Executive to assist him in managing the organisation.</p>	<p><input type="checkbox"/> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> PARTIALLY AGREE</p>	<p>5. CLT will consider a support role to the chief executive in conjunction with the monitoring officer role which will need to be advertised in due course.</p> <p>CLT are cognisant of the clear need for a single point of contact to provide the forward look on legislative change and how this may affect SBC.</p> <p>This is a future consideration: This role will need further discussion and ideas for this role will be developed.</p>
<p>6. Create a Head of Executive Support role to support the chief executives and lead the professional function for executive support to the executive director tier.</p>	<p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> PARTIALLY AGREE</p>	<p>6. Professional expertise to support the chief executives will be needed and this will be agreed to in principle pending financial consideration. This is a current consideration: Subject to financial viability, a further decision will be made regarding this position.</p>

To Be Noted by CLT

Within this section, it is imperative for the Corporate Leadership Team (CLT) to take note of and remain cognisant of the consultation responses falling under its remit. It

is important to emphasise that while CLT is responsible for acknowledging these responses, the actual responses and actions pertaining to them will be undertaken by designated individuals within Slough who will act on behalf of the CLT. This collaborative approach ensures that the consultation process is both efficient and effectively managed, facilitating the seamless execution of our organisational goals.

<u>Decisions relating to process</u>	<u>CLT to note, but other teams to follow up.</u>
1. Can Group Managers have support from the council to apply for the new posts before these are advertised externally.	Support will be provided to those interested in applying for roles through a recruitment partner that will work with SBC to secure suitable candidates for all vacant posts.
2. H&S team to migrate outside of the Corporate Function to the Housing, Property and Planning Directorate. Rationale for this.	Health and safety sit in several places in different organisations and often it is collated with facilities management to ensure building safety. The restructure will be subject to a 12-month review, so we can take this suggestion into account in future.
3. Where does Community Development, Slough Active and Localities work sit?	Community Development, Slough Active, and Localities sit within Public Health in the restructure.
4. Clarity needed on where the where Right to Buy, technical expertise on leasehold management and service charge administration sits.	This will be explored once Heads of Service are in post as part of the lower-level restructure. Further clarity will be provided to staff as soon as possible.
5. Where does the post of Principle Educational Psychologist (PEP) sit.	The post of Principle Educational Psychologist will now sit in People Services (Children). The SEND area.
6. Where does Creative Academy sit in the new structure.	The Creative Academy will continue to sit under the current GM role and will be moving over to Children's Services.
<u>Alternative Proposals</u>	<u>CLT to note, but other teams to follow up.</u>
7. ICT & D should be included in the current consultation process to help unify the management levels across the council. a. Role title of AD Chief Digital & Information Officer" should be adjusted to "Director of Digital Data & Technology. b. Roles below the Director should be updated to match with the new Council standard levels	We agree that ICT & D should be put back into the scope of this consultation. a. The role title will be adjusted to Director of Digital & Technology. b. Yes, these roles will be updated. c. No, data analytics will not be moved into the ICT&D team. Currently, there is a need to

<p>c. Data Analytics should be moved into the ICT &D team for the following reasons:</p> <ul style="list-style-type: none"> - The ICT&D team is already currently pulled in to support all efforts to improve data exchange between departments and the central Data & Analytics Team - The AD Chief Digital & Information Officer, I already chair the Data Strategy Group - Government institutions are moving to the acronym DDaT (Digital Data & Technology) - Work already undertaken around identifying the organisational gaps in capability and skills between departments and ICT&D is already crossing over with data and analytics work. - Concept of the traditional "IT Manager" is no longer valid. 	<p>focus on data and insight as part of the strategic direction. The job title for the position in question will not include data.</p>
<p>8. Quality Assurance should not be removed from the Commissioning Team under the new proposed structure.</p>	<p>Agree with the proposal that the Head of Quality function should sit within the Commissioning Team, and this will be reflected in the proposed structure.</p>
<p>9. How will the Strategic Planning and Transport Team be structured. Suggestion that team leaders for Planning Policy and Transport Strategy and Policy are created below the Head of Strategic Planning and Transport.</p>	<p>This will be explored once Heads of Service are in post as part of the lower-level restructure. Further clarity will be provided to staff as soon as possible.</p>
<p>10. The library service should not sit under the Head of Customer Services, but instead should be sat with other learning/skills services. 11. Libraries should sit with Communities and be led in conjunction with the Estates Strategy</p>	<p>Library Service will remain under the Head of Customer Services. It has been moved to Customer Services to ensure it has a customer service touchpoint following previous changes that destabilised the service.</p>
<p>12. Create a new post for Head of Building Control</p>	<p>This will be explored once Heads of Service are in post as part of the lower-level restructure. Further clarity will be provided to staff as soon as possible.</p>
<p>13. Complaints, Casework & FOI team to sit under the Chief Digital & Information Officer or Director Policy, Performance and Resident Engagement.</p>	<p>This team will stay within customer services to be able to provide a holistic view of resident issues.</p>
<p>14. Diversity and Inclusion area to move into Policy or will it remain in HR. Where does it sit within the new structure and can staff have clarification of what level it reports into?</p>	<p>The position will move into policy, however, as the finer details surrounding this fall below the level at which the consultation considers, this will be determined by relevant heads</p>

<ul style="list-style-type: none"> - How will the workload and division and between employee/HR D and I and services/corporate compliance will be managed? 	<p>and rationale provided in the next stages of the process.</p>
<p>15. The Community Learning and Skills Service should sit with the wider Education Service or under Economic development.</p>	<p>The Community Learning and Skills Service will sit within the Childrens Service Directorate along with other Education and Lifelong.</p>
<p>16. Where does the Complaints, Casework & FOI team sit within the proposed restructure. Suggestion that it should sit under the Chief Digital & Information Officer or under Director: Policy, Performance and Resident Engagement as a 2nd option. Please provide rationale for where it currently sits.</p>	<p>The Complaints, Casework & FOI team is intended to remain within the Customer Service team.</p>
<p>17. Head of Policy and Strategy scope.</p> <p style="padding-left: 20px;">a. A) Option to merge Community Engagement within the Policy & Strategy position so that the team can support the delivery of strategy as well as the creation of strategy</p> <p>Or</p> <p style="padding-left: 20px;">b. B) Merge the existing Community Engagement post and the Policy & Strategy post within the scope of the Head of Programmes and Performance role.</p> <p>Or</p> <p>Leave as is</p>	<p>Communities will stay in Public Health as per the proposal.</p>
<p>Decision on changes to Job descriptions</p>	<p><u>CLT to note, but other teams to follow up.</u></p>
<p>18. RH&E 5-0 Head of Economic Development post.</p> <p>a. Suggestion to add one direct report relating to the Principal Economic Development Officer Level 7 to the job description, currently there are no direct reports listed.</p> <p>b. Suggestion to change Job post title from RH&E 5-0, Head of Economic Development to RH&E 5-0, Head of Economic Development & Regeneration.</p> <p>c. Under Person specification- Update Educated to degree level or equivalent experience' as an Essential requirement (remove Desirable).</p>	<p>a. One direct report will be added to the JD.</p> <p>b. The job title will be changed to RH&E 5-0, Head of Economic Development & Regeneration.</p> <p>c. This degree will remain desirable in line with equality best practice.</p>

<p>19. MO 0 Director of Law and Governance (Monitoring Officer)</p> <p>a. Update Educated to degree level or equivalent experience' as an Essential requirement and remove 'desirable.'</p>	<p>a. JD should be updated to reflect that this is an essential.</p>
<p>20. PH 1-1 Head of Public Protection</p> <p>a. Update Educated to degree level or equivalent experience' as an Essential requirement and remove 'desirable.'</p> <p>b. Update the JD to also include the following service areas of responsibility alongside the already mentioned areas: Community Safety; Emergency Planning, Housing Regulation and Anti-Social Behaviour Enforcement or Neighbourhood Enforcement.</p> <p>c. Remove the 'Professional qualification and full membership of CTSP or other relevant body or equivalent experience.' Replace with relevant professional qualification or equivalent.</p> <p>d. Indirect reports should be 50 not 13.</p> <p>e. Budget should be 4m not 1m.</p> <p>f. Post may need to re-evaluated at the end of the consultation and position upped to a Director title due to the level of work required for this position.</p> <p>(See Annex J for more details)</p>	<p>a. Agreed</p> <p>b. Agreed</p> <p>c. Agreed</p> <p>d. This figure will be checked, and the JD will be amended accordingly.</p> <p>e. This figure will be checked, and the JD amended accordingly.</p> <p>f. Not agreed at this stage but the post will be reviewed at the proper time should it become apparent that the level of accountability is more appropriate for a director post.</p>
<p>21. CYP 1-1 Head of Education Support Services</p> <p>a. Amend JD to reflect the role or the areas covered by this manager as currently there is no mention made of exclusions or school transport.</p> <p>b. Update JD to better reflect the number of people they will manage and the correct budget for that department.</p> <p>c. Clearly list the education teams the role will manage to indicate which areas of expertise the person needs.</p>	<p>a. Inclusion of exclusions and school transport will help to better reflect the role. JD will be amended accordingly.</p> <p>b. Highly likely that additional posts that are being moved into this team in the restructure. Once the team has greater clarity on this, the JD will be amended to reflect. (NH on behalf of Sue Butcher).</p> <p>c. Please see as above</p>
<p>22. S&T 3-0- Director of Policy, Performance and Resident Engagement</p> <p>a. Rename the title of the Director role – replace Performance with Insight.</p> <p>b. Consider adding the following to the Director remit:</p> <ul style="list-style-type: none"> • Equalities – policy role currently sits in HR. • Links with Chief Executive office – proposal to provide stronger links with needs of the CEX 	<p>a. The director title will remain as specified under the proposal.</p> <p>b. Yes, eventually the following areas specified will be moved to the Director's remit.</p>

including forward planning and strategic partnerships. (See Annex K for more details)	
23. S&T 3-2 - Head of Performance and Programme Management a. Rename as Head of Data and Insight. b. Consider separating Programme Management- the role and remit are potentially too broad to be combined into a single Head of Service role. (See Annex K for more details)	a. The position cannot be renamed as Head of Data and Insight as this is a different to the position in question. b. Performance and Programme management cannot be separated under this role.
24. F&C 3-0 - Director of Financial Transactions a. Responsibility for front line customer services is included in the Director of Financial Transactions role who also has responsibility for revenues and benefits.	a. There are merits to the suggestion, but a decision cannot be made on this at this time. It will be reconsidered in future.

Collation of responses sent to the Consultation Inbox for the proposed restructure

Feedback

1. Organisational Structure and Balance:

Concerns about the balance between leadership and operational roles when thinking about managing day-day operations. Too many leadership roles at present and not enough operational positions.

Questions about the balance of Head of Service roles in relation to the assessments used to determine grading and scope. Some posts either appeared unnecessary or unbalanced.

Inconsistencies in job descriptions because the Job Descriptions for IT, Finance, and Commercial were written before the restructure and do not align with current ones. Therefore, the financial delegations for the Director and Heads of Service roles in scope are different.

2. Support of Restructure and Requests for Greater Clarity:

Some staff support the restructuring proposal, it will positively impact future service delivery and encourage the council's recovery.

Staff desire more information and clarity about the restructuring process and the structures of teams outside the scope of consultations in relation to the current restructuring. There is concern about the lack of clarity regarding where some services now sit, as well as uncertainty surrounding line management arrangements following the restructuring.

Staff felt the proposal provided too much high-level detail and therefore lacked assurance that the Corporate Leadership Team has a clear vision for service delivery.

- As a result of this, staff offered suggestions for suitable placements for service areas at lower levels within the new restructure due to this lack of clarity.

3. Specific Role Concerns:

Concerns about the mixed responsibilities (strategic and operational) of the Director of Policy, Performance, and Resident Engagement. Mixing them means the person responsible may be pulled in different directions. Making it difficult to make decisions on what is best in the long-term for the organisation.

Removing Quality Assurance from the Commissioning Team reduces leadership capacity. The new Head of Safeguarding would have to take on responsibility for contract management, fee negotiation and grant management which have traditionally been undertaken by QA officers.

The focus of the Head of Programmes and Performance should be on transformation and project management, but there is a risk of it becoming an outsourcing hub. Council services must excel in project management and meet government obligations for a robust recovery.

Including Data Management in the CDIO role scope is positive, however clarification is needed to specify which of the Heads of roles would lead on Data Management under the CDIO when the structure has been put in place.

4. Staff Development and Upskilling:

Uncertainty regarding the necessity of General Manager (GM) positions and the support to GMs to apply to positions before they are advertised externally.

Concerns around the impact of the restructure on staff roles and future dismissals of staff at levels not considered by this Proposal.

Suggestions to focus on career progression for current staff, and upskilling for staff in lower salary bands.

5. Budget and Financial Delegations:

Request for internal schemes of delegation to clarify financial sign-off thresholds.

Concerns about the impact of the restructuring on the budget and staffing costs. Concerns that increased costs at senior management level would have significant impact on staff at other levels.

6. Voluntary Redundancy request

Two staff members have expressed an interest in voluntary redundancy, indicating a desire to leave their current role voluntarily.

7. Job Match and Expression of Interest

Job match between the AD Strategy and Commissioning role and the job description for the Director of Commissioning role.

- Job match Analysis
- Expression of interest form for the Director of Commissioning role

Expression of Interest for the Director of Environment and Infrastructure.

Expression of Interest for the Director of Policy, Performance and Resident Engagement.

Expression of interest form and covering statement for the Chief Planning Officer role.

Equalities Impact Assessment

Proposed senior management restructure

September 2023

Introduction and background

The Public Sector Duty

The duty aims to eliminate discrimination, advance equality of opportunity and foster good relations between people. The duty applies to the public sector and to others carrying out public functions. The duty applies to all nine areas of discrimination listed in the Equality Act 2010.

The public sector equality duty was created by the Equality Act 2010 and replaces the race, disability, and gender equality duties. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment, and victimisation.

Protected Characteristics

- 1. Disability**
- 2. Gender**
- 3. Marriage and civil partnership.**
- 4. Pregnancy and maternity.**
- 5. Race.**
- 6. Religion or belief.**
- 7. Sex equality**
- 8. Sexual orientation**
- 9. Age**

Source: <https://keepinghrsimple.co.uk/protected-characteristics/>

This initial Equalities Impact Assessment (EIA) was based upon an assessment of the impacts on employees because of the proposal to restructure the senior management team.

A formal consultation exercise commenced on 9th August 2023.

This proposal identifies that all the existing management posts titled Associate Directors at pay Level 13 will be deleted.

Impact on affected staff

Below is a summary of the impact of the proposals on the affected staff.

Impact on ethnicity – more staff from a minority ethnic background were subject to a significant negative impact. However, we will follow the organisational change policy which offers employees options such as Voluntary Redundancy and expression of interest to suitable alternative roles in the new structure. Additionally, improving diversity applicants is an essential requirement of the recruitment of new positions to the new structure for the senior roles.

Impact on disability – no impact on disability

Impact on age – all staff affected were over 50, and therefore the impact was not disproportionate on age bandings.

Impact on gender – there is no disproportionate impact on gender balance.

Rationale

Why we need to change?

Since September 2021, Slough Borough Council has been subject to Directions of the Secretary of State. The Directions were imposed as result of weaknesses in the Councils finances and governance processes. These weaknesses have arisen over a period of several years and represent the combined impact of a wide range of issues including, but not limited to, significant capacity and capability issues.

As articulated in the Council's Improvement and Recovery Plan, we are on a long-term path to recovery, however, to deliver this we need strong corporate capacity and capability. The restructure establishes a structure which will increase capacity at the top levels of the organisation to deliver the stabilisation and operating model for recovery. This will in turn deliver resources to allow the Council to focus on changes required in services and at other levels of the organisation.

Areas under consultation

Extract from the main proposals in the draft consultation paper

Consultation Areas

The areas being consulted on are:

1. The proposed future staffing structure at senior level across the Council excluding the Executive Director level (Appendix A)
2. To delete the current Associate Directors roles and introduce two new levels at Director and Head of Service Levels to increase the capacity and capability of the senior management structure
3. The impact of these proposed changes on future service delivery
4. The impact of the proposed future structure on post-holders
5. The consultation process and timescales

AREA 1 - The proposed future staffing structure at senior level across the Council excluding the Executive Director level

Area 2 - To delete the current Associate Directors roles and introduce two new levels at Director and Head of Service Levels to increase the capacity and capability of the senior management structure

AREA 3 – The impact of these proposed changes on future service delivery

Structure Overview

At the most senior level the structure will change to reflect the balance of responsibilities and the capacity required to deliver the Council's Improvement and Recovery Plan. The current structure, particularly at Associate Director level, has a high number of interim arrangements and does not reflect the new directorate structure under five executive directors.

It is proposed to delete the Associate Director posts and put in place a new level of Directors and Heads of Service, which will allow a specialist and dedicated focus on corporate and strategic issues in the new functional areas. This reflects the need to increase capacity at the senior strategic level.

AREA 4 - The impact of the proposed future structure on current post-holders

The current Associate Director roles will be deleted with the exceptions of the following roles:

- a) Deputy Directors roles in finance (these have been subject to a separate consultation process)
- b) Chief Digital and Information Officer (due to the specialist nature of the role and which was subject to a separate consultation). This role is matched to a post with clear similarities and at the same pay level.
- c) There are two Heads of Service that are also matched.

Group Managers and Heads of Services (in Finance) will be only indirectly affected at this stage as their line management will change because of the new Director and Head of Service roles.

This also has a wider impact on the senior team being demonstrably less diverse (subject to future recruitment). It should however be noted that this is a very small cohort of people which can skew the overall view. This EIA must not be shared and is restricted to Chief Executive, Executive Directors, relevant HR staff and TU for information, due to GDPR risk.

Area 5 – Proposed consultation timescales and process

Proposed Implementation Timetable

The proposed timetable is outlined below:

Date	Action
	All user email announcing the intention of changes to the senior management levels
Ongoing since March 2023	Informal discussion with Trade Unions to update on changes to the senior management structure
25 th April 2023	Informal meeting with trade unions to share the contents of the informal meeting with affected staff
25 th April 2023	Informal consultation meeting with affected staff led by Stephen Brown to outline potential structure and to seek any alternatives to the potential structure
25 th April 2023	Email to affected staff requesting expression of interest to volunteer for redundancy by 2 nd May.
w/c 9 th May 2023	Consider VR requests received and any alternative suggestions to the potential structure to formulate formal proposals
10 th May 2023	<p>Email to affected senior staff requesting further comments on the proposals to create a five directorate structure following a VR request.</p> <p>The repose of this has informed the current proposals to changes in the senior management structure.</p>
19 th June – 3 rd July 2023	Executive Directors consultation to create the five directorates,
w/c 3 rd July 2023	Preparation for the second phase including drafting new job descriptions, job evaluations and compiling the consultation document
2 nd August 2023	Matching process
7 th August 2023	Meeting with Trade Unions to outline the proposals and impact on staff
9 th August 2023	<p>Consultation commences; 'launch' briefing to be held with directly affected staff, and 1-to-1 meetings with line managers to be arranged and held thereafter</p> <p>Trade union colleagues in attendance</p>

8 th September 2023	Consultation close; all consultation responses and expressions of interests to be submitted by 16:00
Week commencing 11 th September 2023	Consideration of responses received.
28 th September 2023	Full Council meeting to seek approval of the new structure and confirm the new senior manager roles
2 October 2023	Implement the new structure
w/c 2 October Recruitment and Selection Interviews	Selection process to new leadership roles and commence recruitment to all vacant posts
1 November 2023	Effective date of new structure

Stage 1: Post consultation Screening

Section 1: About this EIA initial screening

Name of the activity being screened:	Proposals to introduce a new senior management structure below Executive Directors
Type of activity being screened:	<p>Policy development/review</p> <p>Council service/function review</p> <p>Capital project</p> <p>Budget proposal</p>
Business Area	Senior Management Team, Associate Directors
Name of screening officer:	Belinda Collins
Date of screening:	Updated Screening September 2023
Sign off by Project Sponsor	Stephen BROWN

Sign off by council equality lead:	Christine Ford
Section 2: Information about the policy change	
1. Briefly describe the aims, objectives, and purpose of this activity.	A senior management restructure will help to create more strategic leadership capacity within the organisation, supporting with the implementation and ongoing delivery of the new operating model. The senior management structure will create a new organisational architecture which will have new directorates. This will provide the high-level blueprint to continue with the detailed design and implementation of any further restructure for the whole of the Council.
2. Who a) implements and b) is responsible for this activity?	The project sponsor is Stephen Brown Implementation will be owned by Sarah Hayward and Stephen Taylor, and Council Officers.
3. What are the desired outcomes?	A smooth implementation of a new council operating model, commencing with the changes of job roles at senior level. This will create the strategic leadership capacity and a more flexible approach to target resources where they will be most effective and deliver good equalities outcomes and benefits to communities.
4. Who is expected to benefit from this activity and in what way?	Local communities will in the long run benefit from having an effective Senior Leadership Team.
5. Who are the main stakeholders in relation to this activity?	<ul style="list-style-type: none"> • CMT / SLT • Trade Unions • Staff • Members • External Partners

Note due to the low number of affected posts/people, this EIA will not be published. This is due to the fact that such a small pool of people could lead to a potential breach under the GDPR legislation.

Section 3: Identifying and assessing equality impacts	
An equalities analysis of the staff in the scope of change	
6a. Have the results of the equalities analysis shown that any equality group(s) will be disproportionately affected by this change? Please explain and provide	<p>An initial assessment has been carried out against the protected characteristics of:</p> <ol style="list-style-type: none"> 1. Age 2. Disability 3. Ethnicity 4. Gender

evidence to support your response.		
7a Who will be consulted on this change?	<p>Consultation will take place with the trade unions and all affected staff.</p> <p>Other stakeholders (SCST and Berkshire Public Health, NHS etc.) have been included in the consultation document for information.</p>	
8a During consultation, were any equality concerns raised by stakeholders? If so, please briefly explain the issue(s).	<p>Specific equalities issues raised by the consultation will be addressed in follow-up EIA.</p>	
9a. If one or more groups is likely to be disproportionately affected, are there any mitigating actions that can be taken to address this? Please explain	<p>This proposal has a major impact on all AD postholder who are in the affected pool. The council has a robust redundancy and redeployment policy framework which will be applied.</p> <p>The mitigating offer is that there is a significant pool of available jobs for individuals to apply.</p>	
<p>To ensure that the Council achieves the vision set out in our Improvement and Recovery Plan, we need to make certain that in carrying out our functions, our activities do not have a negative/adverse impact on the themes set out in this strategy or the priorities within the Plans. Please consider whether this activity could have a negative/adverse impact on the different equalities groups in relation to:</p> <ul style="list-style-type: none"> - Slough's ambition to be a sustainable borough - The strength of Slough's economy - Community cohesion and health - Community safety and fear of crime <p>For more information on these themes and priorities, please read the EIA guidance notes.</p>		
6b What are the potential equalities impacts of the proposed activity? Please complete the table below.		
Equality group	Is there a negative/adverse impact?	Additional information. E.g.: <ul style="list-style-type: none"> - Which group(s) of disabled people (mobility, Deaf/hearing impaired, mental ill health, etc.). - which ethnic group(s). - which religious group(s). - lesbian women and/or gay men - women, men or trans people
Age:		<p>No negative / adverse impact</p> <p>There is no identified disproportionate impact</p>
Disabled staff or those with mobility requirements		<p>No negative / adverse impact</p> <p>There is no identified disproportionate impact.</p>

Ethnic groups			Negative / adverse impact There is an identified disproportionate impact. The pool is very small.
Gender			No negative / adverse impact
Pregnancy and Maternity			None known to be in this staff pool
Gender Reassignment			Insufficient data for analysis
Marriage and civil partnerships			Insufficient data for analysis
Religious/ Faith groups			Insufficient data for analysis
Sexual Orientation			Insufficient data for analysis
7b. Can the negative/adverse impact(s) highlighted be justified on the grounds of promoting equality of opportunity for one group? Or any other reason? Please explain	<p>There are negative / adverse impacts.</p> <p>The consultation process from 9th August 2023 will also allow us to further determine the impact of the proposals on any equality groups. The current AD cohort is very small and movement of any changes to this group will have a larger impact.</p> <p>Due to the current structure not being fit for purpose this has resulted in the deletion of the AD level in the structure.</p>		
8b. There are no negative / adverse impact(s) If you have not identified any negative/ adverse impacts please briefly explain your answer, providing evidence.	<p>There is a disproportional impact on ethnicity.</p> <p>Please see above</p>		
	<p>Please list the evidence (presumed or otherwise) to support your answer:</p>		
9b. Have any positive impact(s) been identified? If you have identified any positive impact(s) please briefly explain your answer, providing evidence.	<p>The consultation process from 9th August 2023 will also allow us to further determine the impact of the proposals on any equality groups.</p> <p>There will be opportunities to strengthen diversity with a wider range of senior jobs available.</p>		
	<p>Please list the evidence (presumed or otherwise) to support your answer:</p>		
Section 4: Next Steps			
10. Is this activity going to a full EIA?	<p>A revision to this document will be prepared, after the proposals have been considered at consultation closure and again after the implementation phase is complete.</p>		

Stage 2: Final Screening

Section 1: About this EIA initial screening	
Name of the activity being screened:	Proposals to restructure the full senior management team of the council.
Type of activity being screened:	Policy development/review Council service/function review Capital project Budget proposal
Business Area	Council Wide
Name of screening officer:	
Date of screening:	
Sign off by Project Sponsor	
Sign off by council equality lead:	Christine Ford
Section 2: Information about the policy change	
1. Briefly describe the aims, objectives, and purpose of this activity.	Following a consultation period, the consultation outcome made the following revisions to the implementation plans: -
2. Who a) implements and b) is responsible for this activity?	
3. What are the desired outcomes?	
4. Who is expected to benefit from this activity and in what way?	
5. Who are the main stakeholders in relation to this activity?	CMT Trade Unions Staff Members External Partners

Section 3: Identifying and assessing equality impacts

An equalities analysis of the staff in the scope of change

6a. Have the results of the equalities analysis shown that any equality group(s) will be disproportionately affected by this change? Please explain and provide evidence to support your response.

An initial assessment has been carried out against the protected characteristics of: -

1. Age
2. Disability
3. Ethnicity
4. Gender

Data is not available in sufficient quantities to make analysis against: -

5. Gender Reassignment
6. Marriage and civil partnerships
7. Religion or Belief
8. Sexual Orientation
9. Pregnancy and Maternity

The number of disproportionately affected staff

7a Who will be consulted on this change?

8a During consultation, were any equality concerns raised by stakeholders? If so, please briefly explain the issue(s).

9a. If one or more groups is likely to be disproportionately affected, are there any mitigating actions that can be taken to address this? Please explain

-
-
-
-

For more information on these themes and priorities, please read the EIA guidance notes.

6b What are the potential equalities impacts of the proposed activity? Please complete the table below.

Equality group	Is there a negative/	Additional information. E.g.:
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	adverse impact?	
		<ul style="list-style-type: none"> - Which group(s) of disabled people (mobility, Deaf/hearing impaired, mental ill health, etc.). - which ethnic group(s). - which religious group(s). - lesbian women and/or gay men - women, men or trans people
Age:		N
Disabled staff or those with mobility requirements		N
Ethnic groups		Y See above
Gender		N
Pregnancy and Maternity		N
Gender Reassignment		N Insufficient data for analysis
Marriage and civil partnerships		N Insufficient data for analysis
Religious/ Faith groups		N Insufficient data for analysis
Sexual Orientation		N Insufficient data for analysis
7b.Can the negative/adverse impact(s) highlighted be justified on the grounds of promoting equality of opportunity for one group? Or any other reason? Please explain		
8b. There are no negative / adverse impact(s) If you have not identified any negative/ adverse impacts please briefly explain your answer, providing evidence.	Please list the evidence (presumed or otherwise) to support your answer:	
9b. Have any positive impact(s) been identified? If you have identified any positive impact(s) please briefly explain your answer, providing evidence.	Please list the evidence (presumed or otherwise) to support your answer:	
Section 4: Next Steps		
10.Is this activity going to a full EIA?		