

CABINET - 17TH OCTOBER 2019

Report of the Head of Strategic Support Lead Member: Councillor Poland

Part A

ITEM 9 LEGAL SERVICES RESTRUCTURE

Purpose of Report

To agree a restructure within the Legal Services team.

Recommendations

1. That the post of 'Legal Services Manager' (M205) be re-named as 'Legal Services Manager (Solicitor to the Council)';
2. That the following posts / weekly hours are deleted from the establishment:
 - Legal Secretary (post L128): 37 hours (vacant);
 - Administrative Assistant (post M326): 17 hours (vacant);
 - Legal Assistant (post L122): 35½ hours (vacant);
3. That the following amendments are made to the indicated posts:
 - Legal Assistant (post L122); 37 hours, currently grade SO1 – change of job title to 'Legal Support Officer' with revised job description and person specification and re-graded to grade E, to report to the Principal Solicitor (Planning, Property & Contracts);
 - Legal Secretary (post L128); 37 hours, currently grade C – change of job title to 'Legal Administrator' with revised job description and person specification and re-graded to grade B, to report to the Principal Solicitor (Housing & Litigation);
 - Principal Solicitor (post M028); 37 hours – change of job title to 'Principal Solicitor (Planning, Property & Contracts)' with revised job description and person specification, with no change to current grade of PO3;
 - Solicitor (post M182); 21 hours – increased to 31.5 hours and change of job title to 'Solicitor (Property, Contracts & Planning)' with revised job description and person specification, with no change to current grade of PO2;
 - Solicitor (post M343); 37 hours – change of job title to 'Solicitor (Housing & Litigation)' with revised job description and person specification, with no change to current grade of PO1
4. That the following new post is established at the indicated salary grade:
 - Principal Solicitor (Housing & Litigation); 37 hours at grade PO3.
5. That delegated authority be given to the Head of Strategic Support to agree implementation dates for recommendations 1 to 4.

Reasons

1 to 5. To implement the proposals of an organisational change review which are designed to ensure that staffing resources within the Legal Services team are aligned to service needs within the available budget.

Policy Justification and Previous Decisions

Cabinet approval for the restructure proposals is required as more than five posts are affected.

Implementation Timetable including Future Decisions and Scrutiny

The report seeks delegated authority for the Head of Strategic Support to agree implementation dates for the proposed amendments. It is likely that most of the changes will have been implemented by 1st February 2020, although there may be some variations due to notice requirements for some individual staff and to allow for successful recruitment.

Report Implications

The following implications have been identified for this report.

Financial Implications

Based upon 2019/20 budgets the following financial implications have been identified, including on-costs;

Post No.	Summary of Changes	Full Year Effect Current Scale £	Ongoing Effect Top of Scale £
L122	Legal support officer (General) 37 Hours Pay protected at Grade SO1 Now graded at E	40,600	30,200
L122	Legal Assistant (General) 21 Hours (Vacant) deleted	22,600	0
L122	Legal Assistant (General) 14.5 Hours (Vacant) deleted	15,200	0
L128	Legal Secretary 37 Hours (Vacant) deleted	29,600	0
L128	Legal Administrator 37 Hours Pay protected at grade C Now graded at B	29,600	27,200
M028	Principal Solicitor Planner/ Contracts/ Property 37 Hours	60,800	60,800

New Post	Principal Solicitor Housing/ Litigation 37 Hours New post	0	60,800
M182	Solicitor Property/ Contract/ Planning Was 21 hours Now 31.5 hours (Vacant)	28,500	46,700
M205	Legal Services Manager (Solicitor to the Council) 37 Hours	65,000	65,000
M326	Administration Assistant 17 Hours (Vacant) Deleted	11,600	0
M343	Solicitor Housing/Litigation 37 Hours (Vacant)	49,300	49,300
Total		352,800	340,000

The pay protection cost is £38,400 over three years for posts L122 and L128 above. The salary saving of £12,800 will be used to fund the protection costs over three years and then it is proposed the savings will be retained with the Legal Services budget to meet future service demands.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Challenge to the proposals leading to delay or revision.	Unlikely (2)	Minor (1)	Very Low (2)	The proposals have been subject to consultation with all the staff affected and with the Trade Unions.
Inability to recruit to new and vacant posts.	Unlikely (2)	Significant (2)	Low (4)	Locum cover could be arranged, and the Council's market supplement policy applied where appropriate.

Equality and Diversity

An equality impact assessment has been undertaken which does not show any impact on groups of staff with protected characteristics.

Key Decision:

No

Background Papers:

None

Officers to contact:

Adrian Ward
Head of Strategic Support
(01509) 634573
adrian.ward@charnwood.gov.uk

Sachdev Khosa
Legal Services Manager
(01509) 634611
sachdev.khosa@charnwood.gov.uk

Part B

Background

1. A review of the Legal Services team has been undertaken in accordance with the Council's procedure for dealing with organisational change.
2. The initial proposals for change have been subject to consultation with staff and with the trade unions, and the final amended proposals for all staff affected are as set out in this report. Further details of the proposals and the reasoning for them, together with existing and proposed structure charts are set out in the detailed consultation document (Appendix A).
3. The recommendations seek to increase the proportion of qualified legal fee earners to better support the needs of the Council's internal client departments. This is because there is an ongoing increase in the volume of complex matters that the team are being required to deal with, and this is likely to continue to grow.
4. A new Principal Solicitor post is proposed to provide support for housing and litigation matters, and an increase in hours is also proposed for the Solicitor post providing support for property, planning and contracts issues.
5. The proposals seek to optimise the team structure within the existing available staffing budget. However, this is already being stretched to support client service needs and whilst external legal support can be procured where there is insufficient internal capacity or expertise, this is almost invariably significantly more expensive than using the in-house team.
6. Therefore, consideration may be given to putting forward a business case for additional funding for the Legal Services team during the 2020/21 budget setting process, particularly if the Council is to continue to increase its current levels of enforcement activity.

Appendices

Appendix A: Consultation document

Appendix B: Equality Impact Assessment



CORPORATE SERVICES

CONSULTATION ACTION DOCUMENT FOR LEGAL SERVICES

23rd SEPTEMBER 2019

1. Background

The reason for the proposal:

A restructure of the current legal services is necessary to effectively meet the Council's business needs.

To determine whether a restructure of the service was necessary a review was carried out to establish:

1. The Council's current and future service needs, across all its functions.
2. Whether the roles, responsibilities and skill sets within the current structure would enable the service to offer the appropriate levels of support to the Council moving forward in all service delivery functions.
3. Whether the current structure has the capacity and budget to be able to effectively deliver a responsive and resilient service to the whole Council on its existing and future service demands.
4. Whether outsourcing costs could be reduced by introducing a new structure.

The service has been meeting service demands using temporary locum placements (all within the salary budget of the vacant posts) alongside the permanent filled post to cover the 2 FTE and 4 part-time vacant posts, some of which have been vacant since 2018 and all of which have been vacant since February 2019. These temporary placements have enabled various structures and working models to be tested.

The changes in the service:

1. The service pressures and demands have increasingly required more cover of skilled, specialist knowledge to be available, particularly in areas of Litigation, Property, Planning, Licensing, Contracts and GDPR work. There is an increased level of complex and routine instructions in these areas which is not adequately supported under the current structure. It is expected that these needs will continue to grow in the future.
2. The current structure has been unable to cope with these increasing service demands in previous years, however, whilst trialling the temporary locum

cover it has been possible to significantly reduce outsourcing by having more highly skilled solicitors and fewer administrative posts.

3. It is recognised based on demands that are placed on the Principal Solicitor that this post needs to be better supported.
4. Particular service areas instructions have been historically outsourced under the current structure e.g. licensing, conveyancing, homelessness reviews, contracts and procurement, due to the lack of capacity and level of skilled cover under the current structure. There is however a growing need for these functions to be more adequately supported internally. With the temporary locum cover, all licensing work has been supported internally and homelessness reviews and contract reviews are now also predominantly being dealt with internally. More effective use of the resources could increase availability of skilled cover in these areas and therefore responsibilities need to be realigned.
5. The volume and complexity of Housing and Litigation work has also increased and under the current structure outsourcing of such work has historically been routine due to capacity and specialist advice being required. The new proposed structure will increase the level of specialist, skilled cover to meet these services needs more adequately.
6. Property work has increased in volume and complexity and the current level of cover and specialist knowledge needs to be increased and duties realigned to be appropriately supported by more senior post holders with relevant specialist knowledge.
7. There has been a reduction in work received from Capita over the last 3 years, which has freed up capacity in the Legal Assistant posts. The posts non-routine instructions have been better supported by more skilled locum cover over this period which has enabled the 1 FTE post to meet service demands since the 21 hour post became vacant in February 2019. Total vacant hours in the Legal Assistant posts is currently 35.5 hours.

In order to address these findings, it is proposed that a new structure, with realigned responsibilities and increased capacity of more specialist, skilled support will more effectively meet service needs moving forward and will provide a more effective use of the service resources.

Vision for the future

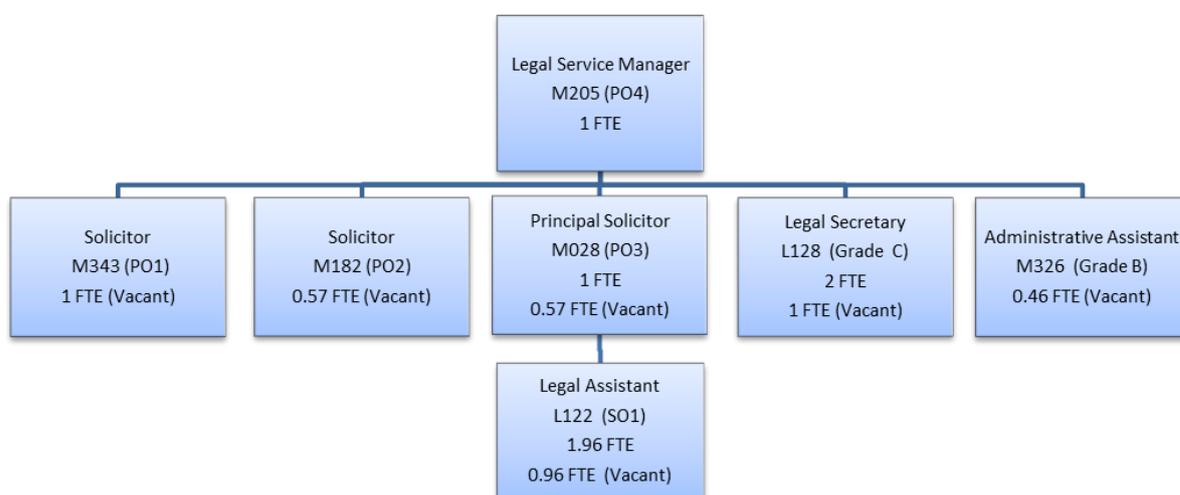
- To make the most effective use of service resources to meet the existing and future demands of the Council.
- To be able to offer more skilled cover across the full range of legal functions, so that the service can effectively and proactively meet service needs.
- To have a resilient service, with increased ability and availability.

- To minimise the need to outsource work by having the correct structure and supervision of roles in place.
- To have a structure which will offer more development opportunity and a pathway for career progression.

The proposals within this consultation document are designed to optimise the Legal Services structure as effectively as possible within the constraints of the existing budget, but do not preclude further organisational change within the service if this is required.

2. Current structure

A current structure chart of the service is set out below.



Posts in scope for this Action Plan

The data presented in this document reflects the information held on the organisations systems. Every effort has been made to validate and check its accuracy. For the purpose of the review and this action plan, all employees revert back to their substantive post and contracted hours.

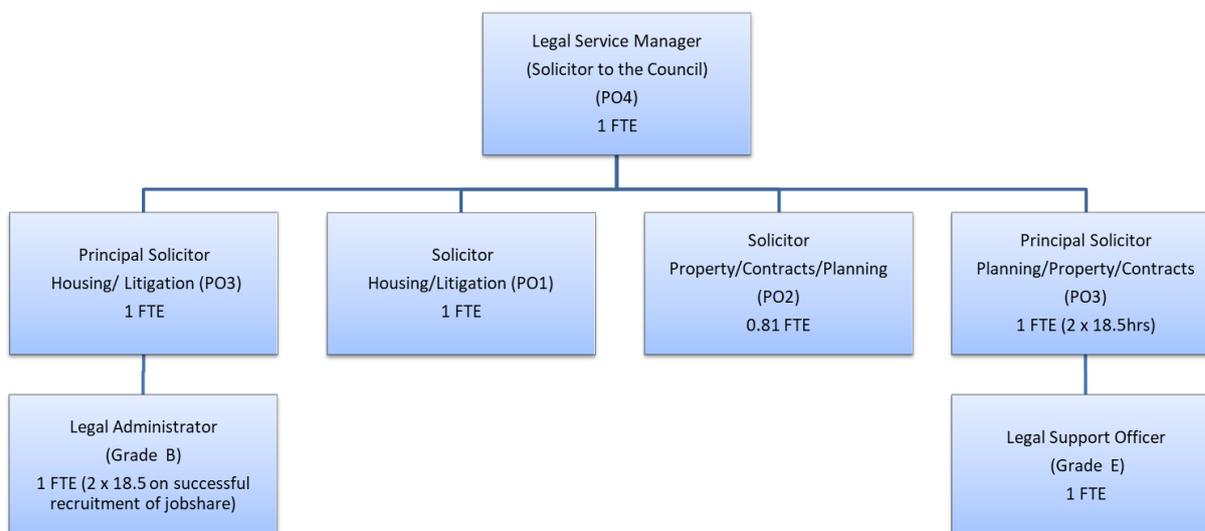
The following posts are affected by the proposals set out in this consultation:

Job Title	Grade	Headcount	Full time equivalent (FTE) posts
Principal Solicitor M028	PO3	2	16hrs (0.43 FTE) / 21hrs (0.57 FTE) Vacant
Solicitor M182	PO2	1	21hrs (0.57 FTE) Vacant
Solicitor M343	PO1	1	37hrs (1 FTE) Vacant
Legal Assistant L122	SO1	2	37hrs (1 FTE) /

			35.5hrs (0.96 FTE) Vacant
Legal Secretary L128	Grade C	2	37hrs (1 FTE) / 37hrs (1 FTE) Vacant
Administrative Assistant M326	Grade B	1	17hrs (0.46 FTE) Vacant

3. Proposed structure

The proposed new structure chart of the service is set out below.



The job descriptions and person specifications for all posts affected by this proposed legal services restructure and the new Principal Solicitor – Housing/ Litigation 1 FTE post have been reviewed and graded by a Job Evaluation Panel, prior to the commencement of this consultation.

Legal Services Manager (Solicitor to the Council)

This post has had a title change from Legal Services Manager to Legal Services Manager (Solicitor to the Council).

Principal Solicitor - Planning/Property/Contracts

The 1 FTE Principal Solicitor post M028 is being delivered on a part-time arrangement of 16 hours and the remaining part time 21 hours of this post are vacant. The duties for this post have been updated and it will be re-titled Principal Solicitor– Planning/Property/Contracts. The Principal Solicitor – Planning,/Property/ Contracts will have direct line management responsibility for the Legal Support Officer. The current post holder will be slotted into 18.5 hours of this post. The remaining 18.5 hours are vacant and will be advertised post Cabinet approval.

The JE panel have concluded that these amendments do not affect the salary grading, which will remain as PO3.

Principal Solicitor – Housing/Litigation

Principal Solicitor – Housing/Litigation post will increase the specialist knowledge within the service to meet the increased service demands, increasing service resilience and will also result in a reduction in the need to outsource work.

It is proposed that the new Principal Solicitor – Housing/Litigation post will be required to cover both specialist contentious and non contentious work and will have direct line management responsibility for the Legal Administrator post(s).

This new posts job description and specification has been evaluated by the JE panel and has been graded as PO3.

Solicitor - Property/Contracts/Planning

It is proposed that the Solicitor post M182 grade PO2 (21 hours) will be increased to 31.5 hours and the job description and specification have been amended. These increased hours of more skilled, specialist knowledge within the service will help meet the increased service demands, make the service more resilient and will result in a reduction in the need to outsource work. The increased hours will also help support the Principal Solicitor – Planning/Property/Contracts.

The JE Panel have concluded that these amendments do not affect the salary grading, which will remain as PO2 (no longer a career graded post).

Solicitor – Housing/Litigation

It is proposed that the Solicitor post M343 grade PO1 (1 FTE- 37hours) will be retitled to Solicitor – Housing/Litigation. The job description and specification have been amended. This posts duties have be realigned to support the increase in housing and litigation instructions.

The JE Panel have concluded that these amendments do not affect the salary grading, which will remain as PO1.

Legal Support Officer

In the current structure there are two L122 Legal Assistant roles (1.96 FTE) with 1 FTE in post and the remaining 35.5 hours are vacant. The Legal Assistant roles, will be replaced by the Legal Support Officer post (1 FTE – 37 hours). The post responsibilities have been amended to reduce the complexity of matters that they will routinely be required to progress and the need for the post to represent in Tribunals and Inquiries has been removed. This post will instead have a caseload of more routine instructions to progress across the service needs and will provide support on more complex matters across the team, under appropriate supervision.

The job evaluation panel has graded this post as Grade E. The post holder will be entitled to pay protection for a period of 3 years in line with the Council's policies.

Legal Secretary

In the current structure there are two L128 Legal Secretary roles (2 FTE) with 1 FTE in post and the remaining (1 FTE) hours are vacant. The Legal Secretary roles will be replaced by the Legal Administrator post(s) (2 x 18.5 hour posts totalling 1FTE- jobshare). The existing and new post holder will report to the Principal Solicitor – Housing/Litigation. The existing post holder will be required to work as 1 FTE (37 hours) until a jobshare is recruited. The job description for the Legal Administrator post has been amended to provide the appropriate level of administrative support required across the proposed new structure.

The job evaluation panel has graded this post as Grade B. The post holder will be entitled to pay protection for a period of 3 years in line with the Council's policies.

Administration Assistant

The existing post of Administration Assistant will be deleted.

Successfully recruiting to the new structure will reduce the need to incur agency/locum fees.

Posts proposed in new structure

Job title	Grade	Full time equivalent (FTE) posts
Legal Services Manager (Solicitor to the Council)	PO4	1 FTE (37 hours)
Principal Solicitor Housing/Litigation	PO3	1 FTE (37 hours)
Principal Solicitor Planning/Property/Contracts	PO3	1 FTE (37 hours) delivered by 2 postholders of 18.5 hours.
Solicitor-Property/Contracts/Planning	PO2	0.81 FTE (31.5 hours)
Solicitor-Housing/Litigation	PO1	1 FTE (37 hours)
Legal Support Officer	Grade E	1 FTE (37 hours)
Legal Administrator	Grade B	1 FTE (37 hours) delivered by 2 postholders of 18.5 hours on a jobshare basis

4. Measures to avoid or minimise redundancies

There are no proposed compulsory redundancies.

5. Comparability

Under normal circumstances, unless provision of a particular service is due to cease entirely, it is expected that there will be comparable posts in the current and new structures. Individual employees should be identified as having comparability where the content of a new job is the same or substantially the same as that of

their current job. An employee will normally only be deemed to be comparable with one post in the new structure. It is possible for an employee to be comparable with a post at a different grade to their current job, but it is likely that this will only be by one grade above or below their current job. It is also possible that employees with the same job profile in the current structure may, due to differences in the focus of their duties, be comparable to different posts in the new structure.

Comparable roles for existing staff

Legal Services Manager (Solicitor to the Council) Grade PO4 – 1 x FTE: - this post has been determined as comparable with the existing Legal Services Manager post. The following employee therefore will be confirmed in this post.

Employee's name	Grade	Full time equivalent (FTE) post (hours)
Name redacted	PO4	1 (37hrs)
Total Current FTE		1
Total FTE for new role		1
Maximum FTE at risk		0

Principal Solicitor- Planning/Property/Contracts Grade PO3 – 1 x FTE: - this post has been determined as comparable with the existing Principal Solicitor post. The following employee therefore will be confirmed in this post.

Employee's name	Grade	Full time equivalent (FTE) post (hours)
Name redacted	PO3	0.5 (18.5hrs)
Total Current FTE		0.43
Total FTE for new role		1

Legal Support Officer Grade E – 1 x FTE: - this post has been determined as comparable with the existing Legal Assistant post. The following employee will therefore be confirmed in this post.

Employee's name	Grade	Full time equivalent (FTE) post (hours)
Name redacted	Grade E	1 (37hrs)
Total Current FTE		1
Total FTE for new role		1
Maximum FTE at risk		0

The post holder will be entitled to pay protection for a period of 3 years in line with the Council's policies.

Legal Administrator Grade B – 1 FTE (37hrs) until jobshare recruited, then will be delivered as 2 x 18.5 hour post(s): - this post has been determined as comparable with the existing Legal Secretary post. The following employee will therefore be confirmed in this post as 1 FTE until a jobshare is recruited.

Employee's name	Grade	Full time equivalent (FTE) post (hours)
Name redacted	Grade B	1 (until jobshare recruited then) 0.5 (18.5hrs)
Total Current FTE		1
Total FTE for new role		1
Maximum FTE at risk		0

The post holder will be entitled to pay protection for a period of 3 years in line with the Council's policies.

Vacant and new jobs available in proposed structure

Principal Solicitor- Planning/Property/Contracts Grade PO3 –0.5 FTE: this is the remaining vacant hours of this 1 FTE post

Vacant Post	Grade	Full time equivalent (FTE) post (hours)
	PO3	0.5 (18.5hrs)
Total Current FTE		1
Total FTE for new role		1

Principal Solicitor- Housing/Litigation Grade PO3 – 1 x FTE: - this is a new post that has been created.

Vacant Post	Grade	Full time equivalent (FTE) post (hours)
	PO3	1 (37hrs)
Total Current FTE		0
Total FTE for new role		1

Solicitor- Property/Contracts/Planning Grade PO2 – 0.81 FTE: - this post is currently vacant and will be recruited to in the new structure.

Vacant Post	Grade	Full time equivalent (FTE) post (hours)
	PO2	0.81 (30hrs)
Total Current FTE		0.57
Total FTE for new role		0.81

Solicitor- Housing/Litigation Grade PO1 – 1 x FTE: - this post is currently vacant and will be recruited to in the new structure.

Vacant Post	Grade	Full time equivalent (FTE) post (hours)
	PO1	1 (37hrs)
Total Current FTE		1
Total FTE for new roles		1

Legal Administrator Grade B – 1 x FTE to be delivered as 2 x 18.5hrs on a jobshare basis. The 18.5 hours of this post will be advertised following cabinet approval until then the existing post holder will work as 1 FTE (37hrs).

Jobshare Post	Grade	Full time equivalent (FTE) post (hours)
	Grade B	0.5 (18.5hrs)
Total Current FTE		1
Total FTE for new role		1
Maximum FTE at risk		0

During the consultation period, an employee is entitled to challenge the decision regarding which post(s) they are deemed to be comparable with or not. Any challenges should be submitted in writing to the lead manager Sachdev Khosa within the first **10 working days** of the consultation period, in order to give adequate time for consideration and to make any alterations to the proposals. Consultation will not end until after the challenge has been considered and the outcome communicated in writing to all affected employees (as a successful challenge may result in changes in the posts available to other employees).

6. Working arrangements

The working hours for all post will be discussed on a 1-1 basis to ensure there is sufficient office cover under the proposed new structure.

7. Selection

There are sufficient comparable posts in the proposed structure.

A selection process will not therefore be required and existing employees will be confirmed in post.

8. Redundancy

There are no proposed redundancies

9. Supportive measures

Counselling Service

Employees affected by organisational change can contact the AMICA Telephone Counselling Service for confidential advice and support

Human Resource Services

01509 634606 or 01509 634605

10. Equality Impact Assessment

An equality impact assessment has been undertaken, which does not identify any specific implications for any particular characteristics or employee group.

11. Timescales and dates

Due to limited changes and the number of employees being affected it is proposed to consult for a period of 14 calendar days.

Event	Timescale / Proposed Date
❖ Start of formal consultation period	Monday 9 th September 2019
❖ Meetings to take place	First formal consultation meeting on 9 th September 2019, interim meeting planned for 16 th September 2019.
❖ Deadline for comparability challenges	Not applicable
❖ Job preference forms to be completed and returned	Not applicable
❖ Selection <ul style="list-style-type: none"> i. Applications/written submission ii. Interviews iii. Skills matrix 	Not applicable
❖ Final consultation meeting	Monday, 23 September 2019
❖ Proposed Implementation date of new structure.	Delegated authority to be given to the Head of Strategic Support to agree implementation dates for the proposed new structure. It is likely that most of the changes will have been implemented by 1st February 2020, although there may be some variations due to notice requirements for some individual staff and to allow successful recruitment to the jobshare and vacant posts.

12. Consultation feedback

The Council is committed to full and meaningful consultation with employees and with our recognised trade unions. Consultation will be undertaken with a view to reaching agreement and any representations or counter proposals made will be fully considered.

Consultation responses should be submitted by email to **Sachdev Khosa** (Sachdev.Khosa@charnwood.gov.uk), Legal Services Manager.

13. Authorisation

This Consultation Action Plan Document has been agreed by the Strategic Director.

Yes No

Signed:

Date:

Print Name: ...SIMON JACKSON.....

Equality Impact Assessment (EIA) Recording for Organisational Change

This Equality Impact Assessment is an improvement tool to assist with Organisational Change. It will assist you in ensuring that you have thought about the needs and impacts of staff in relation to the protected characteristics. It also enables a systematic approach to identifying and recording gaps and actions.

Please note: This EIA template should only be used for organisational change purposes. A separate EIA template is available for assessing the equality impact upon policy/ procedure/ function/ service.

■ Step 1- Introductory information

Title of Action Plan	Legal Services Restructure (2019)
Department and Section	Legal Services, Strategic Support
Name of Officers and others undertaking this assessment	Sachdev Khosa

■ Step 2 – Overview of Service/Team being assessed:

Department and Section subject to Organisational change	Legal Services
No. of employees affected (i.e. number of employees who are being formally consulted)	3 permanent members of staff

■ Step 3 – What we already know and where there are gaps in information:

What is the profile of the employee group likely to be affected? Please state %'s of employees within each group. To view workforce profile information about the Service or Council as a whole, please contact [Claire Richards](#) (Systems and Information Officer, Finance & Property).

(Note: Where there are less than 5 employees affected then it may not be possible / appropriate to report on this section).*

<u>Age</u> Profile	<u>Disability</u> % disabled	<u>Race</u> % BME	<u>Religion or Belief</u> % from different faith groups	<u>Sex</u> % men % women	<u>Sexual Orientation</u> % LGB
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Due to the low number of staff affected by this restructure, it is inappropriate to divulge personal information due to disclosing personal information regarding individuals.

■ **Step 4 – Assessing the impact**

<p>What conclusions are you able to draw from the information collected above? Is a particular protected group likely to be disproportionately affected?</p>			
<p>Due to the low number of staff affected by this restructure, it is inappropriate to divulge personal information due to disclosing personal information regarding individuals. However, it is noted that all individuals are on differing grades, across a range of posts.</p>			
<p>Outline any measures that could be taken to mitigate this change disproportionately affecting specific groups e.g. Amending the group affected, assistance with travel, changes to the work environment, flexible working opportunities.</p>			
<p>All individuals will be supported, as appropriate, based on both individual need and the needs of the service moving forward.</p>			
<p>Will the proposed changes make it more difficult for employees from particular protected groups to comply with?</p>			
<p>Is the work environment changing? Are new skills or qualifications required that employees from a particular protected group are less likely to have? If so, what can you do to mitigate this?</p>			
<p>None of the specific changes require mitigation.</p>			
<p>Does the selection process have the potential for some groups of employees to find it more difficult to comply with, and if so what adjustments are you able to make to the process? <i>e.g. Have reasonable adjustments been considered for disabled applicants?</i> <i>Is the language being used likely to be more difficult to some groups?</i> <i>Is the timing of the any selection process likely to be difficult for some people?</i></p>			
<p>No potential barriers are known. However, if required reasonable adjustments will be provided in line with Charnwood Borough Council's policies and procedures.</p>			
<p>If this change will result in a change to the way in which the service is to be delivered, then have you conducted a separate Equality Impact Assessment on the changes to the service? If not, then please explain why.</p>			
<p>There will be a different model for service delivery, but the actual service itself will not change and therefore a separate EIA is not required.</p>			
<p>Based on your answers to the questions above what equality impact do you consider that the restructure is likely to have?</p>			
<p>No Impact</p> <p><input type="checkbox"/></p>	<p>Positive Impact</p> <p><input type="checkbox"/></p>	<p>Neutral Impact</p> <p><input type="checkbox"/></p>	<p>Negative Impact/ Impact Not Known</p> <p><input checked="" type="checkbox"/></p>

What are the reasons for your decision?

Impact unknown. Due to the low number of staff involved, it has been inappropriate to analyse specific equalities information. However, the organisational change process will endeavour to ensure fairness and equality throughout, providing support and reasonable adjustments to staff, as appropriate.

■ **Step 5 – Conclusion and sign-off**

Approved by *S Khosa*
(Manager who is leading on the reorganisation)

Date: *3/9/2019*

Once completed the manager should distribute a copy to the trade unions with the Action Plan at the start of the formal consultation process.

*If an employee(s) can be identified by this data, then it may not be appropriate to share the EIA with other employees. If this is the case managers should speak to the employee to consider how to manage this.