

Report To Corporate EIA Panel

Report to Joint Strategy Forum

Date to Corporate EIA Panel	14 March 2016	
Date to Joint Strategy Forum	16 March 2016	
Title	Equality Impact Assessment of Phase 6 Voluntary Redundancy Process	
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Purpose of report	To provide the Corporate EIA Panel and Joint Strategy Forum with a breakdown of phase 6 of the council's voluntary redundancy programme. In particular, to analyse the council's response to applications from staff by gender, ethnicity, disability, age and grade to determine whether there is any disproportionate impact.	
	For information	X
	For decision	
	For action	
	For consultation	

Consultation

Name of consultee	Department or Organisation	Date sent	Date response received	Comments appear in report para:
Nana Amoa-Buahin	Director of HR & OD	9/3/16		

1. **Introduction**

- 1.1. In December 2015 the council invited all directly employed staff to apply for voluntary redundancy as part of its sixth annual voluntary redundancy programme. These programmes have contributed to the council's wider strategic intention of reducing employee headcount in response to continuing austerity measures in the public sector.
- 1.2. The council is required to make savings in the region of £100m by 2018/19 and is predicting that up to 500 posts will need to be lost in 2016. In order to achieve this change quickly and to reduce the impact on staff as much as possible, the council enhanced its basic voluntary redundancy offer with an additional severance payment as a means of maximising the opportunity to effect the necessary change voluntarily and avoid some restructuring and the uncertainty that brings for staff.
- 1.3. This paper analyses the expressions of interest from staff and the council's response by gender, ethnicity, disability, age and grade to determine whether there has been any disproportionate impact on staff in these groups. Where a disproportionate impact has been identified further work has been undertaken to determine whether there is a legitimate reason for this.
- 1.4. The paper also provides a projection of the demographic of the workforce as at 1 October 2016, once all staff accepted for voluntary redundancy have left the organisation.
- 1.5. Ongoing equality impact assessments in this area are good practice and help us to understand and identify any particular issues that may need to be addressed in relation to how we apply the process across our workforce.

2. **Analysis**

- 2.1. A copy of the detailed analysis of expressions of interest received and the response from the council is set out in the table at page 3 of the attached slide deck. A summary of any notable variances is set out as follows:

Expressions of Interest in Voluntary Redundancy:

- **Ethnicity:** There was a higher percentage of expressions of interest from BME staff (64.6%) in comparison to the overall workforce profile (59.2%);
- **Age:** There was a lower percentage of expressions of interest from staff aged under 40 (21%) in comparison to the overall workforce profile (34%);
- **Age:** There was a higher percentage of expressions of interest from staff aged 50-59 (41%) in comparison to the overall workforce profile (32%);
- **Grade:** Staff at lower grades (Scales 1-6) were less likely to express an interest whereas staff at higher grades (P01-P09) were more likely to express an interest.

Lambeth Acceptance of Expression of Interest:

- **Ethnicity:** There was a marginally higher percentage of expressions of interest from BME staff accepted (66.5%) in comparison to the percentage of BME staff who applied (64.6%);

- **Grade:** There was a higher percentage of applications from staff at grades Sc4-Sc6 accepted (16.1%) in comparison to the percentage of staff at grades Sc4-6 who applied (13.8%).

Employee Acceptance:

- There were no notable variances in any of the groups in relation to employee acceptance of an offer of voluntary redundancy in comparison to the percentages of those groups who had expressed an interest.

3. Further Analysis

- 3.1. The initial analysis set out in Section 2.1. of this paper has led us to look in more detail at potential reasons why there was a higher percentage of expressions of interest from black and BME staff in comparison to the overall workforce profile.
- 3.2. Having reviewed a wider set of workforce data (as at July 2015) it is apparent that the median age of BME staff was 47 compared to white employees whose median age was 45. Whereas 52% of the workforce aged under 40 were BME staff, that proportion rose to 62% amongst those aged 40 and over. Assuming that these proportions have not varied significantly and noting that 18% of employees between the ages of 30-39 expressed an interest in voluntary redundancy compared to 30% of those aged 40-49 it is apparent that a significant element of the over representation of BME employees among those expressing an interest in voluntary redundancy is a consequence of the different age structure of the BME workforce.

4. Projected Demographic

- 4.1. The final column of the table set out at page 3 of the attached slide deck is a projection of the demographic of the workforce once all 384 staff taking voluntary redundancy have left the organisation. 233 staff will leave by 31 March 2016, with the remaining 163 staff leaving on a phased basis between 1 April and 30 September 2016.
- 4.2. With the exception of the top 5% earners there are no notable variances between the current profile of the workforce and the projected profile of the workforce. In relation to the top 5% of earners the percentage of BME staff in this category will rise from 23% to 26.85%.

5. Next Steps

- 5.1. Extensive work is being undertaken across the organisation to ensure that the duties of staff leaving the council are reviewed, with a view to work being stopped where appropriate, done differently or handed over to staff who are remaining. A detailed guide for managers and staff has been prepared, with specific support being provided for management teams to ensure this work is treated as a priority and delivered consistently across all work areas.
- 5.2. All staff leaving will have the opportunity to complete an exit questionnaire through Oracle. There will also be targeted work with all staff leaving Childrens Social Care

who will be offered the opportunity of a face to face exit discussion with an independent officer from Human Resources.

