

ORGANISATION CHANGE PAPER FOR THE LOCALITY/TEAM

Management of contract notification from London Borough of Newham on Section 75 2023

1. Introduction

1.1. The Trust wishes to enter into formal consultation with staff and their Trade Unions in line with its agreed policy set out in 'Management of Staff Affected by Change Policy and Procedure' (version number 9, February 2013). The Trade Unions and affected staff are invited to raise questions and comments which can be taken into account before the proposals are finalised.

1.2. The purpose of this consultation document is to outline the proposal to –

- **Support ELFT staff current employed as embedded workers within Social Care in the London Borough of Newham who have roles linked to the contract notification.**
- **Agree redeployment plan for affected staff**
- **Complete the change process to align to financial year ending 31/03/23 where possible, noting the exception of Special Education Provision which end on 31/07/23.**

The paper is intended for **Section 75 staff** and will outline the operational and business case for proposing the change including all contractual and service changes affecting staff.

1.3. The process of consultation is to ensure all staff are informed of the proposal and is also intended to allow the affected employees the opportunity to respond and take an active role in this process.

2. Principles

2.1. The Trust has agreed some core principles with the Trade Unions to ensure that there is consistency in approach and transparency, during and after the consultation period. The principles also serve to minimise staff anxiety who know that they are or may be at risk. The details are attached as **Appendix A**.

3. Background

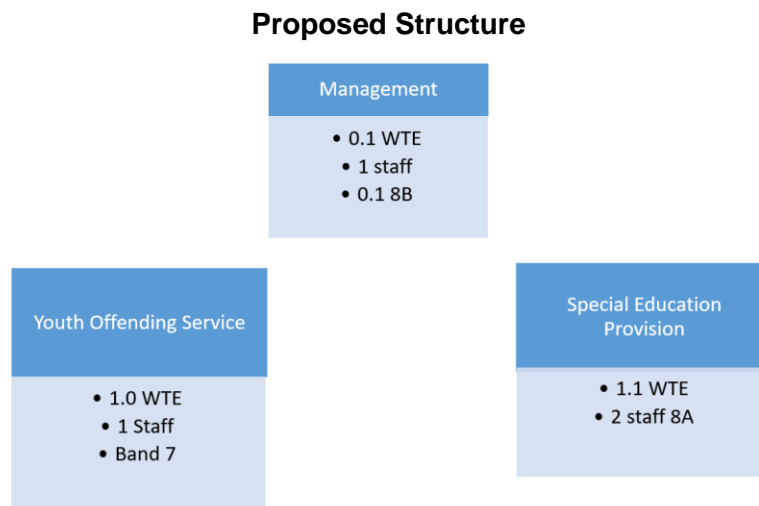
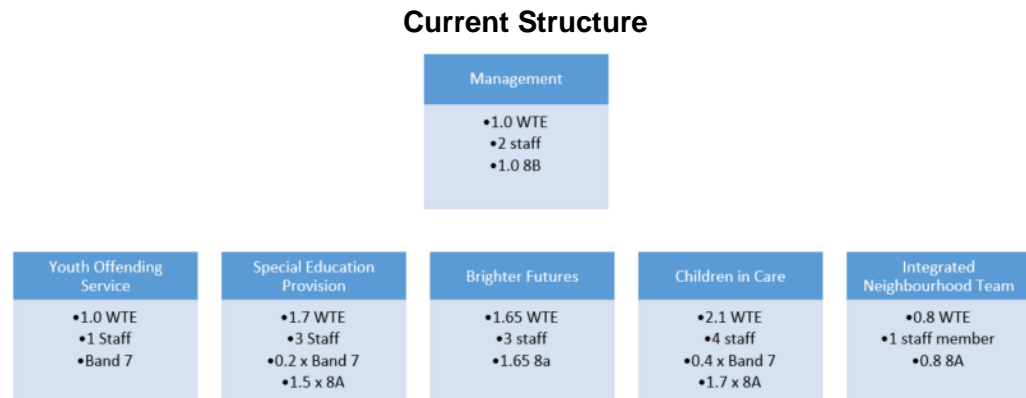
3.1 Newham CAMHS holds a contract for delivery of clinical work, consultation and training with London Borough of Newham known as a Section 75 contract. The contract funds specialist CAMHS practitioners to support teams in Social Care across a range of pathways including, Special Educational Needs, Looked After Children, Children's Services and Youth Offending Services.

This contract has been in place for several years but has recently seen changes to funding over the last four years, which has included two reductions in funding and changes to job plans. Most recently there was a "Small consultation" for the staff working with the Head Start team presented to the JSC in May 2022, these staff were previously providing services to LBN within the Section 75 the contract notification resulted in an ending of the Head Start contract in August 2022.

This paper is to notify the Joint staffing committee that a notification has been received in October 2022 from London Borough of Newham to reduce funding and amend the current remit of the Section 75 contract. The notification is to reduce the current structure from 14 staff with a Whole Time Equivalent of 8.25 to 2.1 WTE. The current and proposed structures are below.

4. Proposal

4.1 The proposal in this paper is to reduce the Newham CAMHS, Embedded workers in the Section 75 contract in the following ways – also noted in Appendix C



- **The role of the Newham CAMHS worker within the Youth Offending Service is not impacted by any of the proposed changes and their role is unaffected.**
- **The roles of the Newham CAMHS workers within the Special Educational Provision will see a reduction of 3 staff 1.7 WTE to 2 staff 1.1 WTE.**
- **The roles of the Newham CAMHS workers within the Brighter Futures, Children in Care and the Integrated Neighbourhood teams will no longer be funded as noted within the contract notification received by the Trust.**

4.2 Draft Job descriptions will be developed to accommodate the staff in roles that are at risk relative to the newly proposed Section 75 contract, the job descriptions may change subject to the consultation feedback. They will be placed on the intranet with the consultation documents. The service will be creating posts within the core community CAMHS teams by repurposing vacancies that exist within the service to match to the clinical job titles currently held by the staff at risk, this will be shown in more details below, but in summary would confirm that as an example; a permanent 8b Psychologist who is working at 0.5WTE within the Section 75 contract would be re deployed into a permanent 8b Psychologist who is working at 0.5WTE with our Emotional and Behavioural Team (E&B) within Core CAMHS.

The service has several roles that have been difficult to recruit to in the last 6 to 12 months and therefore has the capacity to absorb the financial value of the staff at risk related to the contract notification. The opportunity to redeploy these staff within Core CAMHS roles will be beneficial to the service as will restore our E&B team to full capacity and increase the staffing skill mix.

5. Impact on Staff

Staff working within the “Youth Offending Service” will not be impacted by the amended contract, the staff working across the “Special Education Provision” are subject to a reduction in Whole Time Equivalents and staff working in the “Looked After Children” and “Integrated neighbourhood Team” will be subject to a complete reduction in funding thus putting them at risk. We have been communicating with staff since December in written and in face to face meetings or telephone calls, as soon as the details from the contract notification were confirmed by LBN. We have been able to clearly advise them all of their individual status relative to the change in contract.

In the regular communications with staff we have been able to share the Trust processes involved when staff roles are at risk, and how we will support them through these changes.

Staff impacted and subsequently put at risk have been advised that the Trust will be aiming to redeploy them into roles within Core Newham CAMHS teams or within the wider footprint of East London CAMHS services and that redundancies is something that we are hoping to avoid. Staff have also made requests to receive updates on the communication plans that LBN are facilitating to advise their own services relative to the reduction in funding within their own LBN Teams. This is being managed with regular operational meetings with LBN by the General Manager, Associate Clinical Director within ELFT and the Commissioner for Social Care for Children’s services and then communicated to staff.

Section 75 Contracted Staff Current

| Clinical Designation | Banding | WTE | Contract Type |
|-------------------------------|---------|------|------------------------|
| Psychologist (Manager) | 8B | 0.5 | Permanent |
| Family Therapist (Manager) | 8B | 0.5 | Permanent |
| Family Therapist | 8A | 0.8 | Permanent |
| Specialist CAMHS Practitioner | 8A | 0.7 | Fixed Term to 10/10/23 |
| Family Therapist | 8A | 0.45 | Permanent |
| Family Therapist | 8A | 0.6 | Permanent |
| Family Therapist | 8A | 0.6 | Permanent |
| Psychologist | 8A | 0.5 | Permanent |
| Family Therapist | 8A | 0.8 | Permanent |
| Family Therapist vacant | 8A | 0.6 | Vacant – Retired |
| Family Therapist | 8A | 0.6 | Resigned – 31/3/23 |
| Specialist CAMHS Practitioner | B7 | 0.2 | Fixed Term to 3/1/24 |
| Psychotherapist | B7 | 0.4 | Permanent |
| Specialist CAMHS Practitioner | B7 | 1.0 | Permanent |

Section 75 Proposed Staff Current

| Clinical Designation | Banding | WTE |
|-------------------------------|---------|-----|
| Specialist CAMHS Practitioner | B7 | 1.0 |
| Specialist CAMHS Practitioner | 8A | 1.1 |
| Specialist CAMHS Practitioner | 8B | 0.1 |

5.1.1. The establishment figures and vacancies should be included in **Appendix B**

5.1.2. The Current and Proposed Structure Chart should be included in **Appendix C**

6. Financial, staffing and workload implications

- 6.1. The financial costs of the staff at risk will be funded through the vacancies within Mental Health Investment Standard (MHIS) and NHS England Transformation funds. If there are any changes as a result of the feedback from the consultations or other unforeseen circumstances the revised figures will form part of the consultation feedback process.
- 6.2. This consultation has not been designed to create any CRES savings, in line with CRES requirements.
- 6.3. It should be noted that the workload and referrals for the Newham Core CAMHS teams may increase at the end of this contract, this is due to a change in provision and staffing levels. ELFT will provide ongoing support and cross borough networking specifically for the "Looked After Children" (LAC) team in the absence of this contract, the staff currently involved in the "LAC" team are being aimed to be redeployed into the E&B Teams, this additional staffing will be required to continue to be the specialist in this area of work. The LAC Team and other staff at risk have been funded from current vacancies and will be an additional workforce that will mitigate any additional burden on the current workforce. Noting, funding discussions with the ICB have already started planning for additional financial support in the 23/24 financial year from future MHIS funding to manage the additional referrals and clinical care.
- 6.4. Full training and support will be offered to staff as required to support them to feel competent in being able to carry out their role within the E&B Teams, several of the at risk staff already have other WTE sessions within this team.

7. Service User Impact Assessment

- 7.1. These proposals will have no adverse impact on service users, as it is anticipated that there will be greater service user and carer satisfaction as a result of the service developments and less need to use secondary care services due to a greater focus on early intervention and prevention.

8. Timetable & Proposed Implementation

- 8.1. The Proposals for organisational change to **Section 75 staff** will be managed in line with the Trusts "Management of Staff Affected by Change Policy and Procedure". The accompanying overarching paper " Consultation on the Trust Proposals for Organisational Change" sets out the proposed Trust process.
- 8.2. There will be a formal consultation period of **30** days commencing on **Monday 6.02.23**.

8.3. The Trust is committed to achieving meaningful consultation and therefore welcomes feedback and comments on the proposed organisation change proposals. Any comments should be made in writing either via e mail or by letter and directed to Fiona.stockley@nhs.net

8.4. On completion of the 30 day consultation timeframe all comments received will be considered and a final decision will be made and communicated to affected staff. The outcome of the consultation including responses to feedback and comments will be published in writing on the Trust's intranet.

8.5. The timetable summarises the full implementation plan and is attached as **Appendix E**.

9. Equality Analysis

9.1. Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, religion age as well as to promote good race relations.

9.2. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'. The Template is attached as **Appendix F**.

Appendix A

Organisational Change Principles

1 Commitment to Partnership Work

- 1.1** We are committed to working in partnership with Staff side to make the consultation with staff meaningful, improve the flow of information and as much as possible to reduce staff anxiety. This outlines the principles on how staff will be consulted, equalities, partnership working and wider engagement.

2 Change Management Approach

- 2.1** Set out below are the key components to the change management approach which will form part of each separate consultation paper. The aim is to clarify our approach and so help to minimise staff anxiety during the consultation process. These principles are not intended to supersede or replace the " Management of Staff Affected by Change Policy and Procedure".

3 Senior Management Involvement

- 3.1** The process will be led by Directors and Senior Managers to ensure that this programme is a priority.

4 Protected Time for Trade union Support to Staff

- 4.1** Trade Union Representatives nominated to support this process will be offered protected time. Back fill will be put in place to ensure services are not affected by this.

5 Support to Staff

- 5.1** Counselling support will be available to staff.
- 5.2** Career counselling will be available to staff provided as standard.
- 5.3** Training in application form preparation and interviewing will be provided.
- 5.4** Time will be available for trade union representatives to meet with and support staff.

6 Equality Analysis

- 6.1** Equality Impact Assessment has been completed.

7 Community Impact Assessment

- 7.1** An analysis of the impact on our service users and other partners has been completed.

8 Financial Implications

- 8.1** The projected cost savings have been included but this may change as a result of the consultations or other factors, any changes will be included in the final feedback to staff.

9 Communication

- 9.1** The Trust is committed to ensuring that effective communication takes place. All affected staff will have the opportunity to access further information, ask questions and contribute to the consultation in a variety of ways including:

9.2 Formal meetings with staff groups affected by proposals will be held, led by senior staff within the Trust at the start of the consultation period.

9.3 Individual meetings with each staff member potentially at risk will take place.

9.4 The Joint Staff Meetings have been agreed on a monthly basis.

9.5 A page will be available on the Trust intranet which will be available to all staff holding information on the change proposals. This will include the weekly briefing note.

10 Avoiding Redundancies

10.1 The Trust will take all reasonable steps to avoid redundancies. At the commencement of consultation a recruitment freeze will be instituted in those grades and professions where staff may potentially be at risk to maximise the number of posts available for slotting in and as suitable alternative employment.

10.2 Decisions to recruit during consultation will be taken by the Director of Nursing and Quality (Nurses and Health Care Assistants), The Medical Director (Psychology and OT), Deputy Chief Executive (Admin and non clinical posts) and will be focussed on professions/ grades where no one is felt to be at risk and /or where there are critical service implications. Use of temporary staffing to cover vacant posts in interim periods will be used to manage vacancies.

11 Consultation Feedback from Staff

11.1 The Trust will offer a wide range of ways for individuals to offer comments or raise queries on the proposals:

- Briefings for all staff briefings with the Service Directors and HR Leads
- Individual meetings with managers
- Team meetings
- Via the dedicated page on the Intranet
- By email directly to the consultation email address
- In writing to the Chief Executive
- Through staff side representatives

11.2 The Response to consultation framework should include:

- Review of the proposed changes
- Catalogue of responses to consultation
- Number of responses and how many were deemed suitable
- Responses to specific consultation questions
- Summary of responses for individual questions
- Recap of final decision making process and next steps

12 Selection Criteria for identifying staff whose posts may be at risk

12.1 Where there is a need to reduce staff numbers from within a group of employees performing the same, similar or interchangeable work, then the “selection pool” will need to be identified and should contain all employees performing work of that kind within a specific team or department. Once the pool for selection has been identified, each employee will be placed on the ‘at risk’ register.

- 12.2** In order to minimise staff anxiety individual meetings with staff will be organised during the consultation process for staff whose post is at risk to explore how to support them and to highlight potential opportunities for redeployment.
- 13 Suitable Alternative Employment (SAE)**
- 13.1** SAE applies to posts of the same banding or one band lower. Staff would slot in if the post has a 75% or more match in the job and person specifications taking into account the core responsibilities and essential criteria in their job description. Slotting in will only occur if there are the same number or less eligible staff at risk.
- 13.2** The Change Management Policy does not allow staff to slot in to a post one grade higher even if there is a 75% match. Staff whose salary banding impinges into the higher band of a relevant vacancy will be offered a ring fenced interview. Staff whose salary doesn't impinge into the higher band who wishes to apply for a higher grade vacancy will have to be considered alongside other eligible applicants.
- 13.3** Where suitable alternative employment is offered and unreasonably refused, the employee will no longer have the right to receive a redundancy payment.
- 14 Selection and Appointment Principles**
- 14.1** The aim is to have a fair and transparent selection process where the best candidate will be appointed based on the skills, experience and personal specification outlined in the job description and person specification. Selection will be conducted by interview and other tests if deemed relevant to the post. Applicants in competition will be asked to submit a CV and a supporting statement. Interviews will be held by a panel of 3. A structured interview will take place and scores will be completed for each interviewee.
- 14.2** Any affected individual can apply for any of the proposed posts in their specific and can apply for as many posts as they wish provided they meet the minimum selection criteria.
- 14.3** If any member of staff believes that they are not eligible to apply for a SAE they will need to provide a reason to the local HR Lead and their line manager. Refusal to accept SAE means that the member of staff will no longer be entitled to redundancy payment.
- 15 Implementation Timetable and Process**
- 15.1** It is proposed that the consultation will take place for 30 days from the agreed start date for 99 staff or less at real risk of redundancy.
- 15.2** Running alongside the consultation, the Trust will arrange the individual meetings with staff who potentially are at risk as a consequence of the proposals on which the consultation is taking place.
- 15.3** On completion of the consultation, all comments received will be considered. A report setting out the feedback will be presented to the Service Delivery Board and a final decision will be taken and communicated to staff. The intention is that slotting in, ring fencing and the Suitable Alternative Employment processes will then be completed as appropriate within one further month.
- 15.4** Any remaining staff at risk for whom SAE cannot be identified will be issued with notice of redundancy in line with the 'Management of Staff Affected by Change Policy and Procedure'.

16 Definitions

- 16.1 Continuous Service** means full or part time employment with the Trust or any previous NHS employer provided there has not been a break of more than one week (Sunday to Saturday) between employments. This reflects the provisions of the Employment Rights Act 2006 and Agenda for Change handbook on continuous employment.
- 16.2 Reckonable Service** means Continuous Service plus any service with a previous NHS employer where there has been a break of 12 months or less.
- 16.3** At the Trust's discretion any period of employment outside the NHS which is relevant to NHS employment may be counted as Reckonable Service.
- 16.4 Redeployment** means the transferring or recruitment of Staff at Risk into a suitable alternative post.
- 16.5 Slotting In** means the process by which Staff at Risk is confirmed into a post in a new staffing or management structure which is similar to their current post and where that individual is the contender for that post. Slotting in may occur where a post is in the same band as the individual's current post and/or where it remains substantially the same i.e. 75% or more with regard to Education and Qualifications, Knowledge and Experience, Strategic management, Finance Resource Management, Staff Resource Management and Operational Management/Service Delivery as outlined in appendix 2.
- 16.6 Ring fencing** means the process by which Staff at Risk will be considered for a post in a new staffing or management structure which is similar to their current post and where there is more than one contender for that post.
- 16.7 Staff at Risk** means staff whose posts may potentially be redundant as a result of organisational change if suitable alternative employment cannot be found.
- 16.8 Suitable alternative employment** is work within the Trust that is on broadly similar terms and within the same range of skills required as the current employment. It may be on any site operated by the Trust subject to travel considerations. Staff at Risk will be given prior consideration for suitable posts in line with their skills, experience and capabilities and where appropriate will receive protection of pay.
- 17 Redundancy** is when a member of staff may become redundant if they are dismissed and the reason for the dismissal is wholly or mainly due to:
- The fact that the Trust has ceased, or intends to cease, to carry on the activity for the purposes of which the individual was employed, or has ceased, or intends to cease, to carry out the activity in the place where the individual was employed **OR**
 - The fact that the requirements of the Trust for staff to carry out work of a particular kind in the place where they were so employed, have ceased Or diminished or are expected to cease or diminish.
 - The place of work referred to above should not be confused with the specific site or unit in which an individual works.

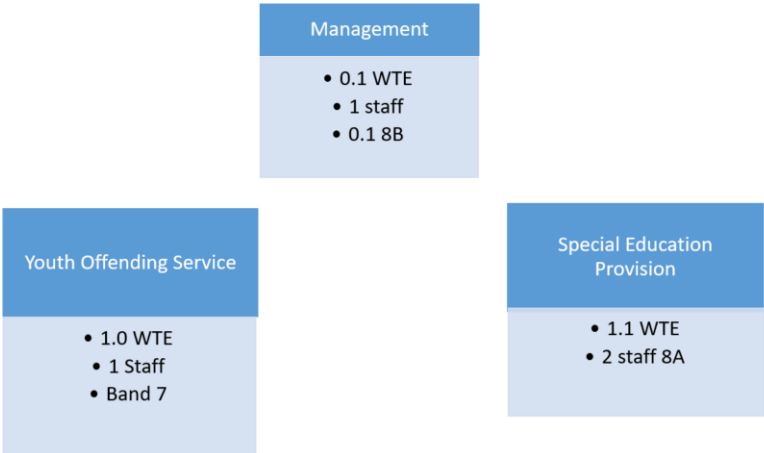
Appendix B – Establishment and vacancies table

| Current staffing Vacancies Newham CAMHS | WTE & Band |
|---|-----------------------|
| Parenting Therapist | 0.5 WTE Band 6 |
| Specialist CAMHS Practitioner | 2.0 WTE Band 7 |
| Specialist CAMHS Practitioner | 2.4 WTE Band 8A |
| | |
| Required staffing establishment Newham CAMHS | WTE & Band |
| Family Therapist | 2.45 WTE 8A |
| Psychologist | 0.5 WTE 8A |
| Psychologist | 0.5 WTE 8B |
| Specialist CAMHS Practitioner | 0.5 WTE 8B |
| Specialist CAMHS Practitioner | 0.5 WTE 8A |

Appendix C - Current Section 75 Structure Chart



Appendix C – Proposed Bedford Section 75 Structure Chart



Appendix E

Implementation Timetable

| Action/Comments | When | Who Involved | Section of Management of Change Policy | Comments |
|--|-----------|---|--|---|
| Circulate final consultation document to Joint Staff Committee Members. | 20 Jan 23 | JSC Members (Management/Staff Side) Director of Service | Section 10 (Page 10) | The consultation document will be given to Staff Side 5 days prior to JSC and will also include vacancy list for Suitable posts for redeployment. |
| Consultation Begins | 6 Feb 23 | Affected Staff Management HR Staff Side | Section 10 Section 11 | |
| Consultation paper sent to affected staff (home addresses for staff on leave/secondments etc. Delivery by email, post or by hand are all acceptable delivery methods.) | 1.2.23 | Director of Service | Section 11 (Page 10) | Consultation document will also be placed on the Trust's intranet. |
| Open consultation forums with staff | 7.01.23 | Director of Service HR Advisor Staff Side | No specific reference but a means of achieving Section 10. | Feedback/comments need to be given to Service Directors/Project Manager |

| | | | | |
|---|-------------------------------|---|-------------------------|--|
| Individual Formal Meetings | W/C 6.2.23 13.2.23 | Director of Service HR Advisor | Section 11 (Page 10) | Staff provided with information pack following at risk meetings |
| CV and Interview Skills training Careers Counselling | As & When required | Human Resources | Section 13 (Page 12) | Careers Counselling to be provided by EAP. CV and Interview skills training to be provided at least once in each Directorate affected. |
| Consultation Period Ends | 7.03.23 | N/A | Section 12 (Page 11) | |
| Consideration of feedback/comments | 8,9,10 Mar 23 | Executive Directors/ Director of Service | Section 12 (Page 11) | Response placed on Trust intranet. |
| Staff notified of final structure | 13.03.23 | Director of Service | Section 12 (Page 11) | Letter sent to affected staff with details of next steps |
| Job matching and Slotting in Process | w/c13 .03.23 | Director of Service /HR Advisor / Staff Side | Section 14 (Page 13) | Staff will receive a formal letter regarding outcome of process |
| Ring fenced selection process | W/C 20.03.23 | Key Selection Officers/HR Team | Section 14 (Page 13) | Staff will be informed of decision asap following selection process and provided with detailed feedback to use for further selection purposes. Ring fenced interviews will take place on a local basis in the first instance and unsuccessful staff will then attend Trust Wide ring fenced interview opportunities. |
| Successful candidates informed of decision and moved into new role. | ASAP after interviews | Key Selection Officers/HR Team | Section 14 (Page 13) | Staff will receive a formal letter of redeployment and variation to contract. |
| Unsuccessful candidates informed of decision and invited to formal notice of redundancy meeting | ASAP after interviews | Director of Service | Section 20 (Page 19) | Staff will receive detailed feedback on their performance throughout the selection process |

| | | | | |
|--------------------------------------|----------|--|----------------------|---|
| Formal notice of redundancy meetings | 27.03.23 | Director of Service HR Advisor | Section 20 (Page 19) | Staff will receive a detailed breakdown of their redundancy package at this meeting Consideration given to staff leaving their post before expiry of notice period |
| New Structure Implemented | 03.04.23 | All | | |
| Post Project Evaluation | 03.07.23 | Director of Service Staff Affected, HR & Staff Side | | |

Appendix F: Equality Impact Assessment

| PROFILE OF STAFF AFFECTED BY THE CHANGE | | | | | | | | | | | TRUST PROFILE *based on March 2022 data | | | | | | | | |
|---|-----------------|------------------------------|-----------------------------|-----------------------|--------------------|----------------------------------|--------------|--------------|-----------------------------|-----------------|---|-----------------------------|-----------------------|------------------------|----------------------------------|--------|---------|---------|-------|
| Band 2 | Band 3 | Band 4 | Band 5 | Band 6 | Band 7 | Band 8 | Band 9 | M&O | Other | Totals | Band 2 | Band 3 | Band 4 | Band 5 | Band 6 | Band 7 | Band 8 | Band 9 | M&O |
| 0 | 0 | 0 | 0 | 0 | 3 | 0 | 2 | 0 | 0 | 14 | 0 | 920 | 1094 | 1002 | 1238 | 1132 | 908 | 16 | 428 |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 21.43 | 0.00 | 14.29 | 0.00 | 0.00 | | 0.00 | 13.59 | 15.27 | 14.95 | 17.99 | 16.72 | 13.41 | 0.24 | 6.32 |
| Administrative and Clinical | Add Prof & Tech | Additional Clinical Services | Allied Health Professionals | Estates and Ancillary | Medical and Dental | Nursing and Midwifery Registered | Other | Totals | Administrative and Clinical | Add Prof & Tech | Additional Clinical Services | Allied Health Professionals | Estates and Ancillary | Medical and Dental | Nursing and Midwifery Registered | Other | Totals | | |
| 0 | 0 | 0 | 14 | 0 | 0 | 0 | 0 | 14 | 1447 | 957 | 1523 | 548 | 34 | 430 | 1840 | 3 | 6771 | | |
| 0 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | | 21.37 | 14.13 | 22.40 | 8.09 | 0.21 | 6.48 | 27.17 | 0.04 | | | |
| Yes | No | Not declared | Undefined | Total | Yes | No | Not declared | Undefined | Total | | | | | | | | | | |
| 1 | 32 | 1 | 0 | 14 | 434 | 5708 | 630 | 30 | 6771 | | | | | | | | | | |
| 7.14 | 85.71 | 7.14 | 0.00 | | 6 | 84 | 9 | 0 | | | | | | | | | | | |
| Male | Female | Totals | Male | Female | Total | | | | | | | | | | | | | | |
| 1 | 13 | 14 | 1773 | 4998 | 6771 | | | | | | | | | | | | | | |
| 7.14 | 92.86 | | 26.19 | 73.81 | | | | | | | | | | | | | | | |
| 18-21 | 22-31 | 32-41 | 42-51 | 52-61 | 62+ | Total | 18-21 | 22-31 | 32-41 | 42-51 | 52-61 | 62+ | Total | | | | | | |
| 0 | 1 | 4 | 3 | 3 | 3 | 14 | 45 | 1310 | 1796 | 1736 | 1448 | 386 | 6771 | | | | | | |
| 0 | 7.14 | 28.57 | 21.43 | 21.43 | 21.43 | | 0.66 | 20.53 | 26.38 | 25.34 | 21.30 | 5.70 | | | | | | | |
| Yes | No | Total | Yes | No | Total | | | | | | | | | | | | | | |
| 0 | 14 | 14 | N/A | N/A | | | | | | | | | | | | | | | |
| 0 | 100 | | N/A | N/A | | | | | | | | | | | | | | | |
| Atheism | Buddhism | Christianity | Hinduism | Not disclosed | Islam | Jainism | Judaism | Other | Sikhism | Total | Atheism | Buddhism | Christianity | Hinduism | Not disclosed | Islam | Jainism | Judaism | Other |
| 7 | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 3 | 0 | 14 | 1134 | 60 | 3080 | 30 | 930 | 823 | 0 | 54 | 425 |
| 50.00 | 0.00 | 14.29 | 0.00 | 14.29 | 0.00 | 0.00 | 0.00 | 21.43 | 0.00 | | 16.75 | 1.02 | 45.33 | 2.85 | 13.44 | 12.15 | 0.13 | 0.80 | 6.28 |
| Bisexual | Gay | Heterosexual | Not disclosed | Lesbian | Total | Bisexual | Gay | Heterosexual | Not disclosed | Lesbian | sexual orientation | Total | | | | | | | |
| 0 | 0 | 11 | 2 | 1 | 14 | 304 | 305 | 5883 | 793 | 60 | 36 | 6771 | | | | | | | |
| 0.00 | 0.00 | 78.57 | 14.29 | 7.14 | | 1.54 | 1.55 | 84.08 | 11.71 | 0.80 | 0.24 | | | | | | | | |
| Yes | No | Totals | Yes | No | Totals | | | | | | | | | | | | | | |
| 0 | 14 | 14 | 0 | 6771 | 6771 | | | | | | | | | | | | | | |
| 0 | 100 | 100 | 0 | 100 | | | | | | | | | | | | | | | |
| Civil Partnership | Divorced | Legally Separated | Married | Not disclosed | Single | Unknown | Widowed | Totals | Civil Partnership | Divorced | Legally Separated | Married | Not disclosed | Single | Widowed | Totals | | | |
| 0 | 1 | 0 | 7 | 0 | 6 | 0 | 0 | 14 | 107 | 312 | 106 | 2810 | 263 | 3046 | 44 | 6771 | | | |
| 0 | 7.14 | 0.00 | 50.00 | 0.00 | 42.86 | 0.00 | 0.00 | | 1.58 | 4.61 | 1.57 | 42.73 | 3.88 | 44.99 | 0.65 | | | | |
| Asian | Black | Chinese | Mixed | Not Declared | White | Any other ethnic group | Totals | Asian | Black | Chinese | Mixed | Not Declared | White | Any other ethnic group | Totals | | | | |
| 0 | 3 | 0 | 0 | 0 | 10 | 1 | 14 | 1171 | 1969 | 46 | 265 | 96 | 3051 | 133 | 6771 | | | | |
| 0.00 | 21.43 | 0.00 | 0.00 | 0.00 | 71.43 | 7.14 | | 17.20 | 29.38 | 0.75 | 4.21 | 1.42 | 45.06 | 1.93 | | | | | |

| Group | Impact | Actions to mitigate impact |
|---------------------------------------|---|-----------------------------------|
| Band | | No adverse impact on proposals |
| Staff group | | No adverse impact on proposals |
| Disability | | No adverse impact on proposals |
| Gender | | No adverse impact on proposals |
| Age | | No adverse impact on proposals |
| Pregnancy/Maternity | | No adverse impact on proposals |
| Religion or Belief | | No adverse impact on proposals |
| Sexual Orientation | | No adverse impact on proposals |
| Gender re-assignment | | No adverse impact on proposals |
| Marriage and Civil Partnership | | No adverse impact on proposals |
| Ethnicity | | No adverse impact on proposals |
| Key: | | |
| |  | No adverse impact |
| |  | Some impact |
| |  | Disproportionate Impact |