

**Impact Assessment of: Managing Workforce Change and Mechanisms to Support the Redeployment Process**

**Service/ Directorate:** One HR Service

**Date Completed:** December 2009

**Lead Officer:** Gemma Taskas

**Members of the assessment team:**

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team e.g. service user, manager of service</b>
Gemma Taskas	LCC	<ul style="list-style-type: none"> <li>• HR Manager – At Risk Team</li> <li>• HR advisor to the Redeployment Board</li> </ul>
Pauline Ellis	LCC	<ul style="list-style-type: none"> <li>• Senior Project Officer – Equality Team</li> <li>• Equality Advisor to the Redeployment Board</li> </ul>
Susan May	LCC	<ul style="list-style-type: none"> <li>• HR – At Risk Team</li> <li>• HR Administrator to Redeployment Board process</li> </ul>

**Brief description of policy/ service:**

The Framework of Procedures for Managing Workforce Change was agreed by Executive Board on 16<sup>th</sup> October 2002 and was subsequently jointly agreed with the recognised Trade Unions. The procedure provides a framework intended for use where employees are displaced for reasons of structural change and need to be found suitable alternative work. The principles of the procedure will also be applied to circumstances where employees are seeking alternative employment for ill health and / or disability related reasons.

With effect from 1<sup>st</sup> April 2009 an addendum to the procedure was introduced. The changes implemented at this stage were:

- To introduce a Redeployment Board to support and coordinate the Council's activities in relation to redeploying employees who are in the Managing Workforce Change procedure or who are at risk of being supernumerary.

- To provide clarification on how the procedure applies to temporary and fixed term contracts, ill health cases as per the Managing Attendance Policy and Procedure and employees returning from Maternity leave.
- To improve the management of supernumerary periods and confirm that those employees entering the procedure on or after 1<sup>st</sup> April 2009 will have notice served at 9 months, thus ensuring the supernumerary period does not exceed 12 months.
- To meet budgetary requirements.

At the time of implementing these changes it was agreed that a review would take place after a 6 month period. This Equality Impact Assessment will be used to inform that review to try and identify ways of strengthening the mechanisms that support the redeployment process.

The procedure is an agreed employment policy that is not subject to change as a result of this Equality Impact Assessment. However, any actions identified will contribute to a review of the processes currently in place to support the Redeployment Process

#### **Brief account of how the impact assessment was carried out:**

The following information was used to inform this assessment:

- Framework of Procedures for Managing Workforce Change
- Procedure Addendum
- Managing Workforce Change Employee Factsheet
- Managing Workforce Change Management Brief
- Redeployment Board guidance notes for Human Resources
- Managing Workforce Change and Redeployment Board Frequently Asked Questions
- Redeployment Board Flowchart for redeployees – part 1 and 2
- Redeployment Board Flowchart for managers
- Feedback from the following stakeholders:
  - Redeployees
  - Recruiting Managers
  - Local HR Teams
  - Redeployment Board – (Chief Officers, Heads of Services, Senior Managers with HR, Equality Team and Job's and Skills support and advice)
- Redeployment case information
- Details of resolved Redeployment cases since 1<sup>st</sup> April 2009
- Equality Monitoring Data of resolved and current redeployment cases
- Consultation with Occupational Health, Redeployment Board advisors, Work 4 Leeds Team.

All of the above have been used to inform this assessment and ongoing process reviews to ensure a robust support process to Redeployment and the Managing Workforce Change Procedure.

**Brief description of any adverse affects found:**

- There is a negative perception of the redeployment status across the Council. However, the At Risk Team and Redeployment Board are able to challenge such negativity and an action resulting from this assessment is to communicate success stories to a wider audience to try and change the perception of redeployment with recruiting managers.
- There is potential for the job matching process to be considered less favourable for disabled redeployees or those who have caring responsibilities for example. To address this the Redeployment Board job match purely on skills. The Board is advised by the Equality Team to ensure equality and diversity issues are not considered when matching and to provide advice on whether feedback from both redeployees and recruiting managers is reasonable when equality and diversity reasons are given for not pursuing trials and / or confirming redeployees in post.
- There is potential for ill health and performance related redeployees to feel they are treated less favourably as redeployment is sought for a 3 month period only. However, each case will be considered on its own merits and a flexible approach can be adopted to redeployment where appropriate.

**Summary of Actions arising from Assessment**

<b>Actions</b>	<b>Responsibility</b>	<b>Timescale</b>
Ensure the At Risk Team fully understand the provisions of the Occupational Health Service and the Council's Reasonable Adjustment Toolkit to enable support and guidance to recruiting managers	At Risk Team HR Manager	January 2010
Ensure the At Risk Team are familiar with the Access to Work Scheme and are able to support and advise managers to access this service	At Risk Team HR Manager	January 2010
Clarification around which service bears the cost of Access to Work equipment, taxis etc when a redeployee is on a trial.	At Risk Team HR Manager	January 2010
Wider communication of redeployment and Work 4 Leeds success stories	At Risk Team	After each success
Publication of success stories from redeployee and manager perspectives in Staff News	At Risk Team HR Communications Group	Success story or update per publication
Briefing sessions for the At Risk Team on Access to Work Scheme	At Risk Team HR Manager	January 2010
Review and evaluate the introduction of the 'Health Passport' with Occupational Health to assist with identifying suitable job matches and reasonable adjustment requirements at the earliest possible stage.	At Risk Team	January 2010

Consider introducing a 'redeployment agreement' which outlines the expectations of the At Risk Team caseworker and the redeployee including response timescales	At Risk Team	January 2010
Encourage recruiting managers to set dates aside for the redeployment selection process at the point of submitting the Staffing Approval Form	At Risk Team	Every week when posts submitted to CSV Redeploy
Determine the status of the 'ticking clock' when trial periods are delayed due to CRB checks, Access to Work requirements etc	At Risk Team	January 2010
Roll out the use of the 'pilot' skills profile which allows for separate equality monitoring	At Risk Team	Immediately
Seek a consistent approach to budget contributions for Access to Work support where required	At Risk Team	January 2010

<b>Contacts for further information:</b>
------------------------------------------

Gemma Taskas – HR Manager (0113 224 3152)
-------------------------------------------

<b>Date published on Council Website:</b>
-------------------------------------------

29 <sup>th</sup> January 2010
-------------------------------