

## Equality, Diversity, Cohesion and Integration Impact Assessment - Organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

<b>Directorate: PPI</b>	<b>Service area: All</b>
<b>Lead person: James Rogers</b>	<b>Contact number: 2243579</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment: Commenced 30 September 2011 – completed 10 October 2011</b>	

### 2. Members of / contributors to the assessment team:

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team e.g. service user, manager of service, specialist</b>
James Rogers	LCC	Assistant Chief Executive PPI
Ursula McGouran	LCC	Head of Business Engagement and Change, Business Transformation
Pauline Ellis	LCC	Senior Project Officer, Equalities
Emma Challenor	LCC	HR Manager

### 3. Summary of the organisational change arrangements to be assessed:

During the course of the last year the city council has established a new corporately led communications and marketing function led by the Assistant Chief Executive (PPI).

In addition, responsibility for the locality working agenda and the area management teams has been transferred to PPI.

During the last year the city has also prepared a new Council Business Plan clarifying the priorities for PPI over the course of the next 2 – 4 years, which includes, amongst others, new priorities for research and intelligence.

Some aspects of the current PPI structure, most notably the current Business Transformation team, also include a temporary management structure and a range of

acting up arrangements.

The council is also facing unprecedented financial pressures due to grant reductions resulting from the 2011 – 2014 comprehensive spending review.

In this context a new senior leadership structure is required for PPI that ensures the priorities detailed within the council business plan are effectively led, whilst delivering efficiencies, where possible, in the costs of PPIs senior management structure.

#### 4. Scope of the equality, diversity, cohesion and integration impact assessment

The focus of the EIA is on the Staffing restructure.

It is set within the context of:

- The need to reconfigure the senior leadership structure to ensure it can deliver the agreed priorities detailed within the council business plan.

#### 4. organisational change

(please tick all appropriate boxes that apply below)

Restructuring and assimilation	<input checked="" type="checkbox"/>
Re-organisation and job re-design	<input checked="" type="checkbox"/>
Flexible deployment	<input type="checkbox"/>
Early Leavers Initiative	<input type="checkbox"/>
Cessation of a service	<input type="checkbox"/>
Downsizing of a service	<input type="checkbox"/>
Switching	<input type="checkbox"/>
Recruitment	<input type="checkbox"/>
Equal pay considerations	<input type="checkbox"/>

Job evaluation	<input checked="" type="checkbox"/>
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Any other organisational change arrangements	<input type="checkbox"/>
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**Please provide detail:**

**4a. Do your proposals relate to:**  
please tick the appropriate box below

The whole service	<input type="checkbox"/>
A specific part of the service	<input checked="" type="checkbox"/>
More than one service	<input type="checkbox"/>

**Please provide detail:**

Most positions within the senior leadership team of PPI are affected by the restructuring proposals, although some posts are excluded. The reason for certain posts not being included are due to the fact that they have only recently been the subject of separate restructuring arrangements or that other considerations are being taken outside the direct control of the authority. This latter point essentially refers to the Regional Policy team. Furthermore, the Regional Economic Intelligence Team is currently subject to TUPE arrangements, effective from 1 November 2011, and is, therefore, also exempt from this restructure.

**4b. Do your proposals relate to:**  
please tick the appropriate box below

Employment considerations only	<input type="checkbox"/>
Employment considerations <b>and</b> impact on service delivery	<input checked="" type="checkbox"/>

**Please provide detail:**

The staffing restructure is driven by the requirement to meet the changed focus of activity and demands as a result of the new priorities detailed in the council business plan as well as the temporary nature of posts on the current structure.

All necessary consultation regarding priorities for PPI occurred during the development of

the updated Vision for Leeds, City Priority Plan and Council Business Plan. This included internal and external customers as well as partners. Appropriate due regard for equality was given at this time in establishing these new priorities.

### **5. Fact finding – what do we already know**

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

A range of data sources have been used to inform the service redesign and the impact assessment. These include:

- Current experience of meeting the demands of the new ways of working within the existing structure.
- Discussions with colleagues across the organisation on current service delivery arrangements.
- Discussions with the Chief Executive to ensure consistency with the broader delivery arrangements across the council and with our partners.
- Informal discussions with PPI staff, including specific discussions with those staff most affected by the proposed restructure, including seeking their views on potential issues and explaining the rationale for service change. Some one to one discussions were held where staff took up the offer of the opportunity to discuss the proposals individually.
- Feedback from staff has been collated and used to inform the development of the structural proposals.
- Opportunity for staff to see and comment on the proposed new job descriptions prior to any formal process or job evaluation (where required).
- The equality monitoring data has been reviewed and a review of any current long term sickness/absence/maternity/caring arrangements etc. has also been undertaken; on the back of this information checks have been made to identify if any modifications to any of the recruitment processes are needed to ensure no one is unfairly disadvantaged.
- Overall the equality monitoring data for PPI compares very favourably with the rest of the council and against the targets that were in place up to year end 2010/11.

- Specifically:

Measure	2010/11 Target PPI	2010/11 Year End Actual PPI	2011 End June PPI	2011 End June Council Workforce Profile	October 2011 State of the City Report Population Data
% Employees from Minority Ethnic Groups	8.50%	17.30%	18.43%	10.72%	17.40%
% Employees Classed as Disabled (DDA)	4.00%	12.12%	9.06%	Not available at time of completion	18.00%
% Top 5% Earners who are Women	41.00%	34.21%	36.66%	48.13%	No Comparators
% Top 5% Earners who are from Minority Ethnic Groups	6.00%	12.05%	11.61%	9.92%	No Comparators
% Top 5% Earners who are Disabled (DDA)	3.50%	0.00%	3.87%	Not available at time of completion	No Comparators

- The above identifies that in terms of BME staff, PPI is performing well in terms of comparison against population data and as compared to the wider council workforce. In terms of top 5% of earners, PPI is ahead of the wider council workforce, but, like many other services some way behind population data.
- In terms of disability, PPI in its widest sense is performing quite well, certainly against the 2010/11 target, however, is still some way behind the population average.
- In regard to gender, PPI is low when compared to the wider council workforce and this is the key area where the 2010/11 target was not met.
- In considering representation issues, it is important to note that the proposed structural arrangements will not in themselves change the current representation rates in any significant way, due to the small number of employees affected and, more significantly, procedures governing slotting and ring-fencing arrangements.
- However, once recruitment begins, the city council's HR policies and procedures will be followed to ensure candidates are selected for each post in the most appropriate manner, with those applicants being interviewed being assessed against the relevant Job Descriptions and Person Specifications.
- Once the new structure has been implemented, in accordance with agreed HR policies and procedures, consideration will need to be given to the diversity of the new senior team and consideration of any proactive action that can be taken to address any representation issues arising. In this regard, the corporate leadership team has recently agreed proposals to develop positive action initiatives, to assist progression to senior levels for BME, disabled and women employees.

- PPI provides the lead for Equality matters across the council and this is evidenced by the Head of Equality post that is on both the current and proposed structure; consequently consideration of equality matters is a fundamental principle of the directorate.
- PPI has had a significantly flexible range of working patterns with a number of part-time positions, including at higher grades, which have been attractive to employees (particularly women and disabled people) looking to work reduced hours.

**Are there any gaps in equality and diversity information**

**Please provide detail:**

The EIA is based on the premise that all equality characteristics have to be considered as the transition to the new staffing structure progresses and the arrangements and the approach has to meet the needs of existing and future staff.

**Action required:**

When the structure is agreed HR can provide feedback on the formal process for staff moving into post.

Discussions can then take place to explore potential job share arrangements and the use of flexible working for particular staff, if required/requested.

Consideration will be given to the composition of all selection panels to ensure the appropriate level of fairness and objectivity can be demonstrated.

PPI to proactively participate in council-wide led initiatives which aim to improve opportunities for progression to senior levels in the organisation, particularly for BME, disabled and women employees.

**6. Wider involvement – have you involved groups of people who are most likely to be affected or interested**

Yes

No

**Please provide detail:**

Staff have been provided with:

- Full explanations about the need for the service redesign and the proposed new staffing structures.
- Consultation meetings have been held with affected staff, and also collectively chaired by Assistant Chief Executive, and alternative proposals and views have been sought and discussed
- Opportunities for staff not directly affected by this restructure to discuss and provide feedback on the proposals

Trades Unions have been formally consulted prior to the structure being agreed.

HR officers have been involved throughout the process.

**Action required:**

Further discussion with HR and affected colleagues in regard to Managing Workforce Change

Individual staff 1:1s where requested/required to provide ongoing support and guidance.

**7. Who may be affected by this activity?**

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

**Equality characteristics**

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

Other

(for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level)

**Please specify:**

**Stakeholders**

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify

**Potential barriers.**

**Built environment**

**Location of premises and services**

**Information and communication**

**Customer care**

**Timing**

**Stereotypes and assumptions**

**Cost**

**Consultation and involvement**

**specific barriers to the organisational change proposals**

**Please specify**

These barriers will be overcome by adhering to the council's Managing Workforce Change approach and considering the panel members for each role being interviewed.

**8. Positive and negative impact**

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

**8a. Positive impact:**

- a) Greater clarity of role and diversified workloads means that staff will be better equipped for career progression / change.
- b) Some teams e.g. the current Business Transformation team already operate under the new Changing the Workplace arrangements which provide great flexibility to staff whilst also ensuring the service needs can be met. It is anticipated that these opportunities will be further expanded, with high levels of support to staff, in the future.
- c) As appointments to the new structure will need to be undertaken in a fair and objective manner, in accordance with the Council's agreed recruitment and selection procedures, at this point it is not known in representative terms, whether the outcome will have a positive or negative impact. This will need to be assessed and considered after appointments have been made and if required, positive action taken in accordance with council-wide initiatives.
- d) The retention of a professional Head of Equality post on the senior structure will have a positive impact.

<b>Action required:</b>
<p>We are working with staff to ensure that they have access to opportunities to develop skills and expertise – paying particular attention to this in 121's and in Appraisals and in the development of Personal Development Plans. Managers are working with staff to identify any training or development needs. We are aiming to be flexible and creative e.g. by encouraging shadowing, mentoring and encouraging staff to take on new work area responsibilities etc. Particular attention is being paid to staff that are vulnerable because there are fewer posts than staff at their level or where staff will have to apply for posts above their existing level. This level of support has been consistently deployed and it is recognised that during and after the restructure it is important to be particularly focused on supporting those affected by the changes.</p> <p>Once recruitment is complete and appointments successfully made, the impact on levels of representation from key groups will need to be assessed and considered; if required, positive action will then be taken in accordance with council-wide initiatives.</p>

<b>8b. Negative impact:</b>
<p>(a) Some teams are currently working to the Changing the Workplace principles which means they can be more flexible in where and when they work – provided the service delivered is not compromised. For this way of working to be effective, staff need to be properly supported in terms of technology and training and for this reason the programme will be rolled out across PPI and the rest of the organisation in a controlled and supported manner. However, it does mean that as the restructure takes place, people working in this way may move teams and it could be seen as an inequality that they have this flexibility when others do not.</p>
<b>Action required:</b>
<p>Embrace the Changing the Workplace programme rollout as it develops. Ensure effective and on-going communications to explain any differences in work style.</p>

<b>9. Will this activity promote strong and positive relationships between the groups/communities identified?</b>
<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Please provide detail:</p>
<b>Action required:</b>

<b>10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?</b>
<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>

<b>Please provide detail:</b>
<b>Action required:</b>
<b>11. Could this activity be perceived as benefiting one group at the expense of another?</b>
<input type="checkbox"/> <b>Yes</b> <input checked="" type="checkbox"/> <b>No</b>
<b>Please provide detail:</b>
<b>Action required:</b>

**12. Equality, diversity, cohesion and integration action plan**

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
When the structure is agreed HR can then provide feedback on the formal process for staff moving into post – Managing Workforce Change	October 2011	All staff affected receive formal communication about the process and offer of 1:1 meeting to discuss implications	James Rogers / Peter Varley / Emma Challenor
Discussions explore potential job share arrangements and the use of flexible working for particular staff, if required/requested	October/November 2011	All affected staff able to put business case forward for flexible working arrangements	James Rogers
Individual staff 1:1s to provide ongoing support and guidance.	October 2011 onwards	Regular (minimum monthly) 1:1s	James Rogers
Post appointment, review the impact on levels of representation from key groups; if required, positive action will then be taken in accordance with council-wide initiatives.	November/December 2011	Review completed and action plan agreed if necessary	James Rogers
Embrace the Changing the Workplace (CTW) programme rollout as it develops.	Ongoing	Teams take opportunity to embrace CTW when it becomes available	James Rogers
Ensure effective and on-going communications to explain any differences in work style.	October 2011 onwards	Feedback from staff measured via the Staff Engagement Survey	

**13. Governance, ownership and approval**

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
James Rogers	Assistant Chief Executive	7 October 2011

**14. Monitoring progress for equality, diversity, cohesion and integration actions** (please tick)

As part of Service Planning performance monitoring

As part of Project monitoring

Update report will be agreed and provided to the appropriate board  
Please specify which board

Other (please specify)

**15. Publishing**

<b>Date sent to Equality Team</b>	<b>10/10/2011</b>
<b>Date published</b>	<b>10/10/2011</b>