

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

Directorate: E&H	Service area: Waste Management
Lead person: Susan Upton	Contact number: 277601
Date of the equality, diversity, cohesion and integration impact assessment: 25.03.2014	

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Susan Upton	Waste Management	Chief Officer Waste Management

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

The existing service structure has evolved as a result of a number of changes over recent years. Additional temporary arrangements have had to be introduced to keep pace with the change agenda.

This EIA covers proposed changes, to provide the required clarity, stability and capacity to deliver on the future challenges within an affordable budget.

4. Scope of the equality, diversity, cohesion and integration impact assessment .
 The services and staff groups which will be restructured are as follows:

- Waste operations from HoS down to (& including) frontline supervisors (SO1)
- Waste Strategy from HoS down to B1 Waste Advisors

It does not include the Household Waste Sort Sites below team manager or frontline refuse/recycling crews, nor does it include the operational support/admin team (who will be subject to a separate restructure follow a review of IWMS).

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 checked="" type="checkbox"/>
Early Leavers Initiative	<input checked="" type="checkbox"/>
Cessation of a service	<input type="checkbox"/>
Downsizing of a service	<input type="checkbox"/>
Switching	<input type="checkbox"/>
Recruitment	<input checked="" type="checkbox"/>
Equal pay considerations	<input type="checkbox"/>
Job evaluation	<input checked="" type="checkbox"/>

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

Service Area	Post	Change to post	Change in structure	Change in location / span
Waste Management	Head of Service – Waste Operations	New Job Description. Delete old post New Grade	Nil	New Job Description and Grade in light of the requirement for specific skills in Change management and improvement/embedding new culture and transformation.
	Head of Service – Waste Strategy	New Job description. Delete old post. New grade	Nil	New Job description and Grade in light of this role now taking on operational responsibility for Household Waste Sort Sites.
	Service Manager	Same JD – slight wording revisions	+2	Currently 2 plus 1 temporary. To make the temp a permanent on structure
	Business Manager	New Role – revised previous PO5 service mgr JD	-1.3	Brought from Strategy side to work closer with operations
	Team Manager	Same JD	Nil	
	Senior Business Officer (tech)	New Post	+4	New role to support the above Business Manager
	Business Officer	New Post	+7	These are posts which will work across both sides of the service working where priorities are, managing change etc
	Duty Manager	Same JD	Nil	No Change here
	Support officer	New Post	+5	New role bringing together a number of specific roles into a more generic support role to allow more flexibility
	Contracts Officer	Same JD	Nil	Specific JD to account for
	Recycling Advisors	Same JD	Nil	Currently filled by temporary arrangement.
	Assistant Support officers	New post	+7	
	Database Analysts Service Manager PO5 etc	All posts deleted		

4a. Do your proposals relate to: please tick the appropriate box below	
The whole service .	<input type="checkbox"/>
A specific part of the service. See the services in scope above.	<input checked="" type="checkbox"/>
More than one service	<input type="checkbox"/>
Please provide detail: See the services in scope above.	

4b. Do your proposals relate to: please tick the appropriate box below	
Employment considerations only	<input checked="" type="checkbox"/>
Employment considerations and impact on service delivery	<input type="checkbox"/>
Please provide detail:	

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

- Business case including draft delegated decision notice (DDN) report.
- Staff briefing sessions & Question and answer sessions
- Trade Union consultation
- Frequently asked questions issued during consultation

Staff equality data, showing breakdowns according to gender, sexual orientation, religion , age etc.

- 93.7% male, 6.3% female, 83.59% White British, 2.78% BME
- Religion: 59.60% not specified, 23.48% Christian, 14.90% no religion
- Disability: 89.90% not disabled, 3.28% disabled, 6.82% not specified
- Sexual Orientation: 71.72% not specified, 28.03% heterosexual,

**Are there any gaps in equality and diversity information
Please provide detail:**

Action required:

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

Yes

No

Please provide detail:

- Through a series of briefing sessions, information on the proposed restructure has been presented to staff affected by the proposals. They were provided with a detailed presentation and outline structure. In addition a frequently asked questions document has been created and shared with staff and Trade Unions via email and sharepoint during the consultation period.
- Staff have been given the opportunity to have 1-1 sessions to discuss individual queries or recommendations and the opportunity to feedback via the Sharepoint site/ email.
- Representatives from all the relevant trade unions have been consulted
- The relevant Executive Member has been briefed on the restructure proposals.

Action required:

To implement the full consultation plan, which runs from Dec 2013 to April 2014.

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

- | | | |
|---|---|---|
| <input type="checkbox"/> Age | <input type="checkbox"/> Carers | <input type="checkbox"/> Disability |
| <input type="checkbox"/> Gender reassignment | <input type="checkbox"/> Race | <input type="checkbox"/> Religion or Belief |
| <input type="checkbox"/> Sex (male or female) | <input type="checkbox"/> Sexual orientation | |
| <input type="checkbox"/> Other | | |

Please specify:

Stakeholders

- | | | |
|---|---|--|
| <input type="checkbox"/> Services users | <input checked="" type="checkbox"/> Employees | <input checked="" type="checkbox"/> Trade Unions |
| <input type="checkbox"/> Partners | <input checked="" type="checkbox"/> Members | <input type="checkbox"/> Suppliers |
| <input type="checkbox"/> Other please specify | | |

Potential barriers.

- | | |
|---|--|
| <input type="checkbox"/> Built environment | <input type="checkbox"/> Location of premises and services |
| <input checked="" type="checkbox"/> Information and communication | <input type="checkbox"/> Customer care |
| <input checked="" type="checkbox"/> Timing | <input type="checkbox"/> Stereotypes and assumptions |
| <input type="checkbox"/> Cost | <input type="checkbox"/> Consultation and involvement |
| <input type="checkbox"/> specific barriers to the organisational change proposals | |

Please specify

It is important that all staff within scope are able to access the information provided via email, Sharepoint and letter (where people are on maternity leave or extended sick leave). We are not aware of any member of staff within scope who is unable to read or use email

facilities. In addition to written communications, staff briefings have taken place and staff have had the opportunity to communicate their comments verbally and via email/sharepoint.

Because of the significant level of change within the service currently there are a number of major projects where actions are likely to take place at the same or similar time to the restructure. The service need to maintain communication and ensure resources are not unduly stretched over this period.

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:

- The restructure has implications relating largely to internal employment matters. It presents an opportunity for people to move into new positions. This may have the potential to increase % of minority groups at more senior levels.

Action required:

8b. Negative impact:

- Some staff may take a decrease in take home salary as a result of the restructure
- Staff may take time to settle into new ways of working and new management lines
- Staff may have to settle into new locations as a result
- Current flexible working arrangements may need to be reorganised.

Action required:

- Pay protection arrangements as detailed in DDN to apply.
- Existing flexible working arrangements and new requests for family/carer responsibilities will be considered on an individual basis. Staff will be given reasonable time to make alternative arrangement as required.
- Employees who are currently on/recently returned from maternity leave should not be disadvantaged in the recruitment process.
- Regular 1-1's with new management to ensure expectations of new roles are outlined at the start.

9. Will this activity promote strong and positive relationships between the groups/communities identified?

Yes

No

Please provide detail:

It is hoped that previously siloed groups will be brought to work closer together via this new proposed structure. This may bring people into different working relationships to which they have previously worked in. Actions outlined should assist in maintaining positive relations across all staff affected.

Action required:

10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?

Yes

No

Please provide detail:

Action required:

11. Could this activity be perceived as benefiting one group at the expense of another?

Yes

No

Please provide detail:

Action required:

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)

Action	Timescale	Measure	Lead person
To implement the full consultation plan	Dec 2013 to April 2014	Completion of the consultation	S Upton
Existing flexible working arrangements and new requests for family/carer responsibilities will be considered on an individual basis. Staff will be given reasonable time to make alternative arrangement as required.	Requests considered in accordance with Councils flexible working policy. Staff to be encouraged to identify early any impacts on carer/family responsibilities as new structure implemented.	That any requests are considered and responded to in a timely manner in line with the Flexible working policy.	Managers, as appointed.
Recruitment panel will ensure that employees are not specifically asked to provide examples from the last 12 months.	Before recruitment – panels to be informed of people who have been on maternity leave.	Interview questions do not disadvantage any employee currently on / or been on maternity leave	Recruitment panels

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
S Upton	Chief Officer	27.02.2014

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

Date sent to Equality Team

Date published