

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: Strategy and Resources	Service area: Human Resources
Lead person: Gemma Taskas	Contact number: (0113) 224 3707
Date of the equality, diversity, cohesion and integration impact assessment: January – end of June 2014	

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Gemma Taskas	LCC	HR Strategy rep.
Mej Chaudhry	LCC	HR Strategy rep.
Nicola Illingworth	LCC	HR Local Team – Strategy and Resources
Julie Carter	LCC	HR Local Team – Environments and Housing
Helen Fallows	LCC	HR Local Team – Children's
Yvonne Reynolds	LCC	HR Local Team – City Development

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

HR Challenge – Proposals to Change Terms and Conditions of Employment

The Council is facing an unprecedented financial challenge over the coming years. By 2016 / 17 the Council's funding will have reduced by £170m, which equates to a 43% reduction in real terms. Everyone has been tasked with trying to make savings across all Council spend in order to protect vital public services. Over 40% of the Council's budget is spent on employment costs. The Council remains committed to doing everything it can to avoid the need to make compulsory redundancies and is therefore considering other ways savings can be made on employment related costs. Inevitably this means looking at changes to terms and conditions.

A number of proposals have been put forward for consultation with the Trade Union resulting in a formal proposal being presented on 19th June 2014 with a further discussion on 25th June 2014.

In summary, the formal proposal includes 3 main changes:

1. Removing existing pay protection arrangements with no pay protection policy going forward.
2. Replacing the current Managing Workforce Change Policy with a Managing Staff Reductions Policy based on a redundancy approach
3. Changes to travel arrangements including essential car user payments, implementing HMRC mileage rates and removing free / subsidised city centre car parking permits.

In addition to this existing flexibility clauses in employment contracts will be exercised to enable a more agile, responsive and flexible workforce.

Increments will also be withheld where there is an adverse report on an employee.

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

4. organisational change

(please tick all appropriate boxes that apply below)

Restructuring and assimilation	<input type="checkbox"/>
Re-organisation and job re-design	<input 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 type="checkbox"/>
Any other organisational change arrangements	<input checked="" type="checkbox"/>

Please provide detail:

Proposed changes to employment terms and conditions including:

- Removing current pay protection arrangements with no pay protection policy going forward
- Replacing Managing Workforce Change with a Managing Staff Reductions policy based on a redundancy approach.
- Changes to travel allowances including; implementation of HMRC mileage rates, review of essential car user allowance and removing free / subsidised city centre car parking permits.
- Making use of flexibility clauses in employment contracts by developing a flexibility protocol to support and enable a more agile, flexible workforce.
- Withholding incremental progression where there is an adverse report on an employee.

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 type="checkbox"/>
More than one service	<input checked="" type="checkbox"/>
Please provide detail: <p>The proposals will affect all the Council's workforce with very limited exemptions. All LCC employees excluding those employed directly by a school and former Public Health staff who TUPE transferred into the Council in 2013 and remain on 'Agenda for Change' terms and conditions</p> <p>All the proposals will also apply to centrally employed Teachers with the exception of the proposal in relation to pay protection arrangements. Their current national pay protection arrangements will still apply.</p>	

4b. Do your proposals relate to: please tick the appropriate box below	
Employment considerations only	<input type="checkbox"/>
Employment considerations and impact on service delivery	<input checked="" type="checkbox"/>
Please provide detail: <p>The proposals are changes to current terms and conditions and are therefore directly related to employment. The nature of some of these changes could impact on service delivery especially given proposed changes to travel arrangements however these are anticipated to be manageable and short term.</p>	

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)

The following information has been considered when carrying out this assessment:

- Employment data from the SAP system covering all the protected characteristics has been collated and analysed in terms of the impact of these proposals. This has then been compared against the overall equality profile of the workforce. Where possible, information can be provided on request.
- Feedback from Trade Union colleagues throughout the ongoing consultation process, chief officer views and feedback along with staff feedback to the Chief Executive's blogs and emails, chief officer have also been used to inform this assessment.
- Current LCC policy and practice in relation to all of the proposals.
- A comparison of terms and conditions with other Local Authorities and private sector companies.
- ACAS guidance and best practice.

Are there any gaps in equality and diversity information

Please provide detail:

The employment data for each of the protected characteristics is potentially limited in some areas as the information held is based on the level of information shared by employees to the employer and may therefore not be a comprehensive representation of the workforce.

Flexibility protocol, the process for withholding increments when there is an adverse report on an employee and revised essential car user criteria are still being developed so it has not been possible to fully assess the impact.

Action required:

No action can be taken to proactively address this although there is ongoing activity to encourage people to provide and update equality monitoring information. However, this does need to be taken into account when considering the data.

Further due regard to be given to the flexibility protocol, the process for withholding increments where there is an adverse report on an employee and revised essential car user criteria when further developed.

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested														
<input checked="checked" type="checkbox"/> Yes	<input type="checkbox"/> No													
Please provide detail: <p>The Council operates an arrangement of collective bargaining with recognised Trade Unions in order to negotiate terms and conditions of employment for Council employee. There has therefore been ongoing consultation and engagement with Trade Unions about the proposal and nominees were sought to be involved in carrying out the equality impact assessment.</p> <p>Feedback has also been sought from Chief Officers about the impact on both staff and service delivery arising from the implementation of these proposals. Staff feedback to the Chief Executive's blogs and 'all staff' emails has also been taken into account in when putting together the proposed changes to terms and conditions.</p>														
Action required: <p>Any arising issues fed back into the further development of these proposals.</p>														
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 <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Age </td> <td style="width: 33%; text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Carers </td> <td style="width: 33%; text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Disability </td> </tr> <tr> <td style="text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Gender reassignment </td> <td style="text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Race </td> <td style="text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Religion or Belief </td> </tr> <tr> <td style="text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Sex (male or female) </td> <td style="text-align: center; padding: 10px;"> <input checked="checked" type="checkbox"/> Sexual orientation </td> <td></td> </tr> <tr> <td style="text-align: center; padding: 10px;"> <input type="checkbox"/> Other </td> <td colspan="2"></td> </tr> </table> <p>(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)</p>			<input checked="checked" type="checkbox"/> Age	<input checked="checked" type="checkbox"/> Carers	<input checked="checked" type="checkbox"/> Disability	<input checked="checked" type="checkbox"/> Gender reassignment	<input checked="checked" type="checkbox"/> Race	<input checked="checked" type="checkbox"/> Religion or Belief	<input checked="checked" type="checkbox"/> Sex (male or female)	<input checked="checked" type="checkbox"/> Sexual orientation		<input type="checkbox"/> Other		
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<input type="checkbox"/> Partners	<input checked="checked" type="checkbox"/> Members	<input type="checkbox"/> 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

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:

Flexibility – making use of existing flexibility clauses in employment contract will help safeguard jobs and whilst also providing retraining opportunities, potential for career development and career progression

Pay protection – removing current pay protection arrangements and not having a pay protection policy going forward will ensure all staff are paid the rate for the job they are employed to do and will reinforce a sense of fairness across the organisation.

Managing Staff Reductions – offering 3 months' notice to all staff rather than statutory notice (i.e. between 4 – 12 weeks dependent upon length of service) will result in all staff, regardless of age and length of service, being offered the same period to seek alternative employment if they find themselves in a redundancy situation.

Travel

Essential car user allowance – reviewing criteria will ensure a sense of fairness in the application of essential car user status whereby in circumstances where a car is not essential for someone to efficiently and effectively carry out their duties they will no longer receive the allowance.

Action required:
<p>Flexibility – develop a protocol to support a flexible workforce.</p> <p>Managing Staff Reductions – amend Managing Staff Reductions Policy to give all staff 3 months’ notice.</p> <p>Essential car user allowance – develop new criteria centre around the use of a car being service critical. Establish central controls to ensure there is consistency in how the criteria are applied. Further due regard to be given to equality once criteria is determined.</p>
8b. Negative impact:
<p>Changes to part 3 premium payments – analysis of employment data indicated this would have a greater impact on the lower paid, predominantly female, part time workforce.</p> <p>Spot salaries and freezing increments – analysis of the employment data indicated this would have a greater impact on the lower paid workforce and would be counterproductive to the Council’s commitment to addressing the low pay agenda across the City and Region.</p> <p>Pay Protection – removing current pay protection arrangements will result in a pay reduction for a small % of the workforce.</p> <p>Flexibility – changing role, location, working hours could have a potential impact on carers and this needs to be taken in account when considering what is ‘reasonable’ in terms of flexibility.</p> <p>Managing Staff Reductions – moving away from the current provision of 4 months supernumerary period plus a 3 month notice period for everyone regardless of length of service to statutory notice will impact on new starters to the organisation more if they find themselves at risk of redundancy and there is therefore the potential for this to have a negative impact on the younger workforce</p> <p>Travel</p> <p>City Centre Permit Holders – increasing the monthly charge to match the market rate will result in an increase charging for a small % of the workforce.</p> <p>Essential car user allowance – Reviewing essential car user criteria will result in some existing essential car users losing the essential car user allowance when the use of a car is not considered service critical for their role Currently, there are more female staff classed as essential users due to the occupational groups that currently receive the allowance. Further due regard to equality will be given once the revised criterion have been established</p> <p>HMRC Approved Mileage Rates – this has the potential to impact on the entire workforce as all staff could use their car for business purposes and be reimbursed as a casual user.</p>

Action required:
<p>Changes to part 3 payments – removed from the proposal.</p> <p>Spot salaries and freezing increments – removed from the proposal.</p> <p>Pay protection – remind those currently in receipt of pay protection that they can enter the Council's talent pool and seek job opportunities at or nearer to their protected earnings to maintain their current earnings level.</p> <p>Flexibility – develop a protocol to support a flexible workforce. Try and determine what is reasonable and confirm how flexibility will work in practice.</p> <p>Managing Staff Reductions – give all staff a 3 months' notice period rather than moving to statutory notice periods.</p> <p>Travel</p> <p>City Centre Car Parking Permits – continue to apply existing practices in relation to pro rata charging to meet part time requirements and considering permits as a reasonable adjustment for disabled staff in some circumstances.</p> <p>Essential car user allowance – further due regard to equality to be given when the revised eligibility criteria is developed. Consider application of existing practice in terms reasonable adjustments for disabled people</p>

9. Will this activity promote strong and positive relationships between the groups/communities identified?
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <input checked="" type="checkbox"/> Yes </div> <div style="text-align: center;"> <input type="checkbox"/> No </div> </div> <p>Please provide detail: It is anticipated these changes will reinforce the sense of fairness across the workforce</p>
Action required:
None identified

10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <input type="checkbox"/> Yes </div> <div style="text-align: center;"> <input checked="" type="checkbox"/> No </div> </div> <p>Please provide detail:</p>
Action required:
None identified.

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

☐

Yes

☒

No

Please provide detail:

The proposed changes to terms and conditions will apply to all LCC employees with very limited exemptions and will therefore be applied consistently to all existing and new employees.

Action required:

None identified.

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
Amend proposal <ul style="list-style-type: none">Remove changes to part 3 paymentsRemove spot salaries and freezing incrementsAmend Managing Staff Reduction policy to a 3 month notice period for all staff		Proposal document and Managing Staff Reduction Policy updated	HR team
Remind those currently in receipt of pay protection that they can enter the Council's talent pool and seek job opportunities at or nearer to their protected earnings to maintain their current earnings level.	Early June	Letter to all affected staff	HR team
Develop a protocol to support a flexible workforce. Try and determine what is reasonable and confirm what flexibility means in practice	Mid July	Develop a draft flexibility protocol document	HR team
City Centre Car Parking Permits – continue to apply	Ongoing		HR team

Action	Timescale	Measure	Lead person
existing practices in relation to pro rata charging to meet part time requirements, considering permits as a reasonable adjustment for disabled people in some circumstances			
Essential car user allowance – further due regard to equality to be given when the revised eligibility criteria is developed. Consider application of existing practice in terms reasonable adjustments for disabled people	Mid July	EIA on revised eligibility criteria and impact	HR team

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
Joss Ivory	Head of HR	27 th June 2014
Date impact assessment completed		26 th June 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

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: