

Equality, Diversity, Cohesion and Integration Impact Assessment (Appendix B)



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed 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: Housing Management
Lead person: Liz Cook	Contact number: x 5808
Date of the equality, diversity, cohesion and integration impact assessment: July 2014	

1. Title: Housing Management Service Restructure 2014				
Is this a:				
Strategy	Policy	Service	Function	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is this:				
New/ proposed	Already exists and is being reviewed	Is changing		
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
(Please tick one of the above)				

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Liz Cook	Housing Management	Chief Officer and Restructure Lead
Mandy Sawyer	Housing Management	Head of Service
Jill Wildman	Housing Management	Head of Service
Julie Carter	HR	Specialist

3. Summary of strategy, policy, service or function that was assessed:

The proposal supports the integration of Housing Management Services fully into Leeds City Council and enables the Service to be an effective component of 'Team Leeds' and the conduit for tenants for all services.

The three Leeds ALMOs had developed very different approaches to the delivery of operational housing management services to manage the 57,000 council homes. The existing structures reflect the very different roles, responsibilities, accountabilities, grades and job descriptions across the three organisations as directed through the different priorities and resource allocation. The service models range from a highly specialist service model with really distinct roles to more generic models and roles.

The proposed structure creates a very clear focus on the delivery and development of front line services which focus on the tenant experience and the delivery of customer satisfaction. The structure has reduced the number of job descriptions and roles from 118 to 8 core roles to support flexibility and opportunities for management of service demands. The restructure implementation proposal will integrate the different teams with the aim of delivering a consistent service model and culture of service delivery for the City, which retains and develops best practice.

The proposed Housing Management Service includes 8 Area Housing Management structures and Neighbourhood Services to manage the 57,000 council homes in the City. The service will be customer-facing delivered through the 26 Local Housing Offices and the One Stop Shops. The proposed service model is generic and focusses resources on increasing the resource at Housing Officer (C3) and Housing Assistant (B3) to deliver smaller patch sizes to enable staff to deliver a holistic service. Housing Support Services and the Lettings Service will be delivered through the Area Housing Offices to ensure ownership and accountability of allocation and tenancy management. To support the focus on customer and front-line delivery there will be a small reduction in PO posts as functions have been consolidated.

The restructure provides an opportunity to consolidate staffing resources and create a more flexible staff structure. This will enable the service to be well placed to respond to the changes in customer demands and potential changes in resources into the future.

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

(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan

(please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>

A specific section within the strategy, policy or plan	<input type="checkbox"/>
Please provide detail:	

4b. Service, function, event please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input checked="" type="checkbox"/>
Procuring of a service (by contract or grant) (please see equality assurance in procurement)	<input type="checkbox"/>
Please provide detail:	
Establishing the structure of the new Division - see summary above	

<p>5. Fact finding – what do we already know</p> <p>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.</p> <p>(priority should be given to equality, diversity, cohesion and integration related information)</p> <p>The staff profile of the Service The proposed new structure The proposed ring fence arrangements Feedback from Service colleagues and Trades Unions Feedback from Senior Officers within the Directorate The financial situation facing the Council and Directorate.</p> <p>Are there any gaps in equality and diversity information</p> <p>Please provide detail:</p> <p>The staffing profiles of the interview/ assessment panels as these have not been decided.</p> <p>Action required:</p> <p>To consider the staffing profile of interview/ assessment panels when identifying members. (see action plan)</p>
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6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes No

Please provide detail:

Staff meetings have been held by the Heads of Service to introduce the restructure arrangements and follow up meetings have been held with individuals and small groups of staff. Regular meetings have been held with relevant Trades Union officials and stewards throughout the consultation period on the proposed structure and the implementation arrangements.

In relation to stakeholders, the Chief Officer has been holding regular meetings with the Director and other Divisional Chief Officers to develop an understanding of how the Division can support the strategic outcomes of the Directorate and this has informed the restructure proposals. Account has also been taken through dialogue with corporate colleagues and officers in other Directorates of the Council's overall direction of travel.

Senior colleagues from other Divisions may be involved in the interview process.

The Job Descriptions have been developed to reflect a more integrated flexible approach and avoid duplication of responsibilities. Job Evaluation have completed the assessment.

Action required:
 To firm up and communicate arrangements for formal consultation with staff and Trades Union officials
 To share the structure proposals with Divisional Chief Officers and relevant corporate colleagues.
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7. Who may be affected by this activity?
 please tick all relevant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

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

(for example – social class, income, unemployment, residential location or family background, education or

skills level)

Please specify:

Stakeholders

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

Potential barriers.

<input type="checkbox"/> Built environment	Location of premises and services	<input type="checkbox"/>
<input type="checkbox"/> Information and communication	Customer care	<input type="checkbox"/>
<input checked="" type="checkbox"/> Timing	Stereotypes and assumptions	<input type="checkbox"/>
<input checked="" type="checkbox"/> Cost	Consultation and involvement	<input checked="" type="checkbox"/>
<input type="checkbox"/> Specific barriers to the strategy, policy, services or function		

Please specify
 The financial situation of the Council and the Directorate means that action needs to be taken quickly to reduce costs and align resources to priorities.

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 proposals will enable the service to better respond to the requirements of the Service, Directorate and wider council

Action required:

consistent approach across the City.

Action required:

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

Yes

No

x

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
1. Staffing profile of interview/assessment panels	In time for interviews in August 14	Reflective of workforce being assessed?	LC / JW / DL /MS / JC
2. Firm up and communicate formal consultation arrangements with staff and Trades Unions	By July 2014 – completed –Proposed implementation date 1/8/2014	Employees and Trades Unions are clear about the plans and timescales for consultation	LC
3. Share structure proposals with other Divisions and corporate colleagues	By July 2014	Other stakeholders have information and opportunity to comment	MS Email E&H SLT & Unions w/c 7/7/14
4. Decisions on ELI requests	As per any ELI timescales	ELI decisions taken	LC
5. Ensure restructure proposals are open and inclusive and allow preferencing across the range of functions	End of July 2014 Process to be published post agreement	Proposals are judged through consultation to provide maximum flexibility within the Council's policies	LC/JC
6. Provide opportunities for slotting where job roles are continuing and there are the same number of employees as there are posts and grades are comparable	Agreed	The proposals include for the slotting of staff who are found to be in these circumstances	LC/JC
7. Proposals and JDs provide integrated flexible approach	Completed	JDs reflect this approach and allow for the possibility to align resources to meet divisional and directorate priorities	HoS
8. Provide information on MWC policy and Talent Pool	During consultation period (some information on Talent Pool already provided)	Staff have all the information they need	HoS/JC

Action	Timescale	Measure	Lead Person
9. Provide context for restructure and vision for the Division.	Plan on a page – End of July 2014 (check through consultation that staff feel well informed)	Staff have a clear sense of the purpose and direction of the Division	LC
10, Provide information and opportunities for people to familiarise themselves with different aspects of the work of the Division	Plan on a page to be refreshed April 2015	Staff have a better understanding of the work of the Division	LC & HoS

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
Neil Evans	Director	

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

- As part of Service Planning performance monitoring
- As part of Project monitoring (restructure consultation and implementation phases)
- 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	