

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&N	Service area: Community Safety, Leedswatch
Lead person: Liz Jarmin	Contact number: 278078
Date of the equality, diversity, cohesion and integration impact assessment:	

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
		Service equality lead Lead on restructure process HR adviser

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

Over the past 30 months, the Leedswatch (CCTV/Security) service has undergone significant change. The integration of areas of business, such as Security Services, the Out of Hours Noise Nuisance, Metro CCTV monitoring, the Out of Hours Emergency service and monitoring of Tower Blocks in the East of the city, and the development of new areas of income generating business such as an in-house CCTV maintenance service, has grown the team from around 42 officers in March 2011, to a service that has over 80 posts within its structure.

Furthermore, with yet more pressure on public sector budgets for the foreseeable future, the need for the service to become more enterprising, developing new income streams by working in partnership with other services, and the wider public and private sector needs to be exploited, to protect its longer term sustainability.

This will require the service becoming more flexible and amenable to change moving forward.

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

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 checked="" 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
CCTV	PO6 CCTV Operations Manager	Delete	-1	N/A
CCTV	PO4 Deputy CCTV Manager	Delete	-1	N/A
CCTV	PO3 CCTV Co-ordinator	Delete	-1	N/A
Security	PO2 Security Manager	Delete	-1	N/A
Security	PO2 Business Development Manager	Delete	-1	N/A
Out of Hours Emergencies	PO4 Customer Services Operations Manager	Delete	-1	N/A
Parkswatch	SO1 Parkswatch Manager	Delete	-1	N/A
CCTV Technical	PO2 CCTV Maintenance Manager	Retain	0	N/A

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

The whole service.	<input checked="" type="checkbox"/>
A specific part of the service. See the service sections in scope above.	<input 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 checked="" type="checkbox"/>
Please provide detail: Alignment of staff resources for 24/7 service, to ensure that the service is able to responds to demands from customers e.g. Alarms, out of hours emergencies, out of hours noise nuisance, harmonise shift patterns and enhancements etc..., cessation of Care Ring contract.	

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)

- Presentation to staff circulated at the staff briefing session and team briefings and one to one sessions
- Covering report to accompany delegated decision notice (DDN).
- Programme of Trade Union consultation
- Responses to queries raised by individuals and via the TU
- Staff without access to email have been identified

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

- % male, % female, % White British, % BME
- Religion: % not specified, % Christian, % no religion
- Disability: % not disabled, 0% disabled, % not specified
- Sexual Orientation: % not specified, % heterosexual,

Are there any gaps in equality and diversity information

Please provide detail:

We do not know the religious beliefs of % of the staff affected and also knowledge of and sexual orientation information is limited. Although our information shows that % of staff are not disabled the remaining % have not specified whether they have a disability

Action required:

- Clarify if any staff affected have issues with literacy

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

Yes

No

Please provide detail:

- All staff affected by the proposals have attended a briefing sessions where information on the proposed restructure was presented. Team consultation sessions have taken place.
- Staff have been provided with a detailed report, structure diagrams and guidance notes.
- 1-1 sessions with staff are available to staff who wish to discuss individual queries or recommendations.

- Representatives from all the relevant trade unions have been consulted and information provided to them in response to questions.
- The relevant Executive Member has been briefed on the restructure proposals.

Action required:

To implement the full consultation process, commencing 24th September to 31st August 2014, which has included meetings with Trade Unions.

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 checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Carers | <input checked="" 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 | |

Other People who currently only work weekends or weekdays. Staff who use the Council's work life balance offer.

Please specify:

Stakeholders

- | | | |
|--|---|--|
| <input checked="" type="checkbox"/> Services users | <input checked="" type="checkbox"/> Employees | <input checked="" type="checkbox"/> Trade Unions |
| <input checked="" 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 checked="" type="checkbox"/> Customer care |

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

specific barriers to the organisational change proposals

Please specify

It is important that all staff within scope are able to access the information provided either via email, or via printed material including where people may be on maternity leave or extended sick leave). There may be staff who have limited literacy skills who require additional support. Staff have been informed that they can communicate their comments verbally via their line manager or Trade Union representative.

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 seeks to ensure the sustainability of the service.
- The phased ring fences present an opportunity for people to move into new positions, which has the potential to redress the imbalance of women and BME staff at more senior positions.
- The restructure will working arrangements and improve management coverage during peak delivery times across sections of the service.
- Will clarify temporary staffing arrangements

Action required:

8b. Negative impact:

- Some staff may take a while to adjust to changed role and working practices
- Current flexible working arrangements may need to be reorganised.

Action required:

- 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 maternity leave should not be disadvantaged in the recruitment process. Recruitment panel will ensure that employees are not asked to provide examples from the last 12 months.

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

Yes No

Please provide detail:

The removal of temporary arrangements should provide greater stability and 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 process	September 2013 – August 2014	Completion of the consultation	Liz Jarmin
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.	Liz Jarmin
Recruitment panel will ensure that employees who have been on maternity leave are not 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
Clarify with line managers to establish if any staff affected have issues with literacy and require additional support.	Support requirements for consultation: September 2013	Suitable support provided	HR

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
Liz Jarmin	Head of Community Safety and Localities	12.08.2014

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