

## 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: City Development</b>	<b>Service area: Libraries and Information</b>
<b>Lead person: Richard Hart</b>	<b>Contact number: 39 52334</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment: 11th – 15th August 2014 REVIEWED – 9<sup>th</sup> FEBRUARY 2015</b>	

### 2. Members of the assessment team:

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team e.g. service user, manager of service, specialist</b>
Bev Rice	Leeds City Council	Head of Library & Information Service
Richard Hart	Leeds City Council	Business Development Manager
Nina Eastwood	Leeds City Council	Senior Area Operational Manager
Ann Day	Leeds City Council	Audience Development Manager
Katrina Pickering	Leeds City Council	Resources Manager
Lisa Faulks	Leeds City Council	Senior Projects Officer
Tracy Jardine	Leeds City Council	Workforce Development Manager

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

This assessment focuses on a service-wide restructure prompted by the requirement to make significant savings and linking with the changes to library opening hours which took effect on 1<sup>st</sup> December 2014. The new structure will deliver the required savings while ensuring the service is sustainable for the future. It will allow us to develop our collections, support digital agendas, engage more with all members of our communities and develop and deliver innovative services tailored to the needs of the community.

Leeds Library & Information Service provides libraries across the city including a major Central library, as well as 6 mobile libraries, Library at Home service, a service for 3 prisons, and a School Library Service. The principle purpose is to provide access to information, knowledge and varied reading choices through books, online resources and well informed staff. The vision is 'To provide the world at your fingertips' : a physical place in the heart of the community, access to a virtual space using community and information networks and a friendly face to support and guide people to access whichever services they need.

### 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 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 checked="" type="checkbox"/>
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**Please provide detail:** The way in which the Library service is structured is to change and this will involve all staff. The aim is to deliver a strong, effective structure which will future-proof the service for the years to come. ELI and VER requests have been considered as part of this. Every post was examined on an individual basis and re-designed to be fit for purpose going forward. All branch Library Assistants will transfer to the Community Hubs on 01/04/15 and therefore they are not part of this restructure. The transfer also involves the library buildings which will become the responsibility of Property Management.

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

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

<p><b>Please provide detail:</b> This particular EIA relates to changes to the structure of the Library Service and should not directly impact on service delivery. Another EIA was undertaken for the changes to library opening hours.</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)

Equality profile of staff  
 Formal consultation with staff and unions – took place from November 2014 to February 2015.  
 FAQs have been compiled, kept regularly up to date and circulated to all staff.  
 Supporting documents: structure charts, FAQs, draft job descriptions  
 Previous consultation through opening hours.

**Are there any gaps in equality and diversity information**  
**Please provide detail:** There are gaps in individual profiling data as staff are not required to provide this information.

**Action required:** Leeds City Council is aware that there is limited information around disability statistics although regular requests for this information are completed.

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

Yes
  No

**Please provide detail:** Extensive consultation meetings with managers have taken place and the structure has evolved over time through these discussions. These have included challenge events at the service’s Management Board, where external facilitators challenged the vision and function of the service; further discussions at Strategic Team meetings, Management Board and Audience Development Team; and discussions with area managers and managers of specialist areas of work to capture all existing responsibilities within the new structure.

Formal consultation with all staff and unions has taken place between November and

February 2015. All feedback was taken into consideration when writing job descriptions and both these and the structure itself have been revised a number of times before the final versions.

**Action required:**

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

(**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)

**Please specify:** Those staff on maternity leave and long term sickness. The service are looking at different ways of recruiting/interviewing staff with an identified disability and fully exploring areas of reasonable adjustment. Staff have been encouraged to make the service aware of any disability related issues before any decisions may be made. The majority of staff are women, who are more likely to have caring responsibilities and so may be affected by changes to base.

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

**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:**

Once the new structure is implemented, the service will be more resilient and efficient for the future.

**Action required:**

Implement restructure.

**8b. Negative impact:**

Increased stress and uncertainty for staff during consultation and interview period

**Action required:**

Specific courses were organised to support managers and staff through the process – Supporting Staff through Change and Confident Application and Interview Skills. In total approximately 70 staff have taken the opportunity to attend.  
 Focus groups have taken place to look at the proposed job descriptions and they were published for comment.  
 FAQs have been updated and circulated.  
 Clear communication and support from managers and unions, including team meetings

and one to ones.

Consultation has also included area based drop-in sessions for all staff to outline the structure and answer questions.

Stress risk assessment was completed to support staff as much as possible during the process.

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

Yes

No

**Please provide detail:** The intention is that the restructure will deliver an improved service and therefore positively affect relationships between all staff. It will be important for staff to work more closely together both within and across teams to achieve the aims and objectives of the service.

**Action required:** N/A

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

Yes

No

**Please provide detail:** See above

**Action required:** N/A

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

Yes

No

**Please provide detail:** It could be perceived as benefiting staff who work full time and are not on maternity leave or long term sickness.

**Action required:** Managers have updated staff who work part time or who are not currently at work and kept them informed about progress.

## 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
Implement restructure	To be in place by 1 <sup>st</sup> April 2015	Budget savings made	Strategic Team
Courses in Supporting Staff through Change and Confident Application and Interview Skills arranged	Between September 2014 and March 2015 <b>Courses successfully run, most were fully booked.</b>	Course attendance and evaluation	Tracy Jardine
FAQs to be kept updated and circulated	Between October 2014 and March 2015 as appropriate <b>FAQs and memos have gone out regularly as soon as there have been updates.</b>	Staff feel informed	Lisa Faulks
Clear communication and support from managers and unions. Managers to ensure part time staff and those on maternity leave or long term sickness are kept informed.	Ongoing throughout the process <b>This has been taking place.</b>	Staff feel informed	All managers
To complete stress risk assessment	November 2014 <b>Done</b>	To ensure staff are fully supported through appropriate council policies and procedures.	Strategic 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
Bev Rice	Head of Library & Information Service	
<b>Date impact assessment completed</b>		11 <sup>th</sup> – 15 <sup>th</sup> August 2014 <b>Reviewed – 9<sup>th</sup> February 2015</b>

**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](mailto: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 <b>Governance Services</b>	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent: 29-8-14
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent: