

# 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: Environments &amp; Neighbourhoods</b>	<b>Service area: Waste Management - Operations</b>
<b>Lead person: Susan Upton</b>	<b>Contact number: 43231</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment: 20February 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>
Adrienne Postle	LCC	HR Specialist
Susan Upton	LCC	Chief Officer

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

The Performance Related Pay scheme for refuse collectors/loaders was agreed as part of the Local Agreement which was signed 25 October 2010. The scheme, created so efficiencies could be made, commenced from 1 January 2011.

In December 2012 the PRP scheme was reviewed and agreement reached that additional duties such as involvement in route planning and feedback on collection issues increased the Loader role to A3. From 1 April 2013 staff moved to A3 scp 13 and the daily value of PRP reduced.

It is proposed to move the majority of staff onto the new B1 Lead Loader JD on 1 April 15. These staff have undergone an assessment of their literacy skills and where identified training/assessment delivered by Leeds College. The daily value of PRP will reduce with progression through the scp from 14 – 17 as basic pay increases.

### 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 checked="" 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 checked="" type="checkbox"/>
Job evaluation	<input checked="" type="checkbox"/>

Any other organisational change arrangements	<input type="checkbox"/>
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**Please provide detail:**  
 Refuse Loaders moved to a redesigned job description in November 2012 (A1-B1 linked). They moved from A1 to A3 in April 2013. This report clarifies the next step of the process and the considerations given to moving those who have the required standard to a B1 Lead Loader role.

**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 checked="" type="checkbox"/>
More than one service	<input type="checkbox"/>

**Please provide detail:**  
 The proposed changes are to the posts of Refuse Loaders within the Waste Service

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

Employment considerations only	<input type="checkbox"/>
Employment considerations <b>and</b> impact on service delivery	<input checked="" type="checkbox"/>

<p><b>Please provide detail:</b></p> <p>The newly designed job description requires additional responsibilities and skills to be able to carry it out. Staff must meet the required level and be assessed as such to move to B1 Lead Loader and support the vision to drive a flexible, high quality and efficient waste service. The PRP scheme will continue but the daily amount will reduce. EIA carried out in 2012 when linked JD was created and in 2010 introduction of the PRP scheme – see relevant EIA</p>	

<p><b>5. Fact finding – what do we already know</b></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>Service development and consultation with staff and Trade Union colleagues has continued since 2010 when the PRP commenced. The 2012 report agreed the linked JD A1 – B1 and consultation has continued through the Waste Improvement Group (WIG) monthly.</p> <p>The revised loader/lead loader job description has been formally job evaluated and the appropriate scores and grade levels justified. The B1 Lead Loader role requires a level of literacy skills. The assessment process has been delivered by Leeds College and our Trade Union learn colleagues. Where a need for training was identified this is being delivered by Leeds College via a portfolio assessment process. Competency is needed to progress to the B1 Lead Loader role.</p> <p>The Refuse PRP scheme consulted on when it was first introduced in 2011. Prior to this a report went to the Council’s General Purposes Committee and Counsel advice was sought with regards to the equal pay risk at the time. The current proposal is to leave the PRP scheme unchanged and continue to monitor key performance measures. EIA was also carried out in 2012 when linked JD was created and in 2010 introduction of the PRP scheme – see relevant EIA.</p> <p>In relation to the potential of an A1/A3 entry level or ‘Pool’ role then the PRP scheme was introduced in 2011 when the workforce was grade A1 so this is in scope of the advice taken at that time.</p>
<p><b>Are there any gaps in equality and diversity information</b></p> <p><b>Please provide detail:</b></p>

<b>Action required:</b>
n/a

<b>6. Wider involvement – have you involved groups of people who are most likely to be affected or interested</b>
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<p><b>Please provide detail: Please see details above regarding consideration from mainly female job roles. Although staff not consulted personally.</b></p> <p>Review of JDs as above. Regular consultation meetings with TUs take place fortnightly/monthly (WIG - Waste Improvement Group) and assessment process delivered by Union Learn stewards.          Training and final competency assessment delivered by Leeds College.          EIA carried out in 2012 when linked JD was created and in 2010 introduction of the PRP scheme – see relevant EIA</p>
<b>Action required:</b>

<b>7. Who may be affected by this activity?</b>
please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function
<b>Equality characteristics</b>
<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 checked="" type="checkbox"/> Sex (male or female) <input type="checkbox"/> Sexual orientation
<input type="checkbox"/> Other

(for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level)

Please specify:

**Stakeholders**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Services users       | <input checked="" type="checkbox"/> Employees | <input checked="" type="checkbox"/> Trade Unions |
| <input type="checkbox"/> Partners             | <input 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 type="checkbox"/> Information and communication                            | <input type="checkbox"/> Customer care                     |
| <input type="checkbox"/> Timing   | <input type="checkbox"/> Stereotypes and assumptions       |
| <input checked="" type="checkbox"/> Cost  | <input type="checkbox"/> Consultation and involvement      |
| <input type="checkbox"/> 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:**

Creating the right role required by the service to maintain and improve levels of customer service and satisfaction in the collection of the city's waste. Creates a more stable/reliable pay profile than previously experienced as the PRP scheme is phased out.

**Action required:**

The value of PRP is reviewed annually as progression through the spinal column points in April. PRP reviews will consider the on-going applicability of the scheme and employee costs such that, as a minimum, the overall financial performance of the service meets the payments under the scheme.

**8b. Negative impact:**

Potential increased overtime costs to the service (these have been considered and calculated for future budget years). Those who cannot achieve the required standard will remain A3 Loaders and the daily value of PRP will reduce as the workforce progresses through the spinal column points.

**Action required:**

Individual discussion to take place with staff that do not meet the required literacy level and will therefore not progress to the B1 Lead Loader role.  
Ongoing monitoring of overtime and agency spend through 'Agency Challenge' and optimal mix of resources will continue

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

Yes

No

**Please provide detail:**

The revised job description provides for progression within the Refuse loader role which has not previously been available. Maintenance of an entry level role/apprenticeship is to be considered as part of this. Training will be provided to those who don't currently meet the required standard in order to allow them to attain the higher grade level (to include literacy, numeracy and customer care skills) and therefore impacts of the wider issue of low paid workers.

**Action required:**

EIA will be required as part of organisational redesign if the frontline service is to include new role such as an entry level post

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

Yes

No

**Please provide detail:**

<b>Action required:</b> n/a
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<b>11. Could this activity be perceived as benefiting one group at the expense of another?</b>
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Yes

No

**Please provide detail:**

The costs associated with this change are held within the remit of the Waste Service budget only.

<b>Action required:</b> n/a
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**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)

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
Completion of Literacy assessments and training	Feb 2015	Confirmation by Leeds College	Service Manager (Susan Hardy)
Annual review of PRP value	April 2015 onwards	Reduced value implemented as SCP increases	Chief Officer (Susan Upton)
Ensure completion of future EIA for service re-design (entry level or pool loader)	April 2015	EIA included in DDR approval process	HR BP (Adrienne Postle)
Continue monitor of overtime and agency spend	June 2015	Continue 'Agency Challenge' programme	Chief Officer (Susan Upton)
Continue monitor of overtime and agency spend	April 2015	Agree 'overtime protocol'	Head of Service (Tom Smith)

**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

**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**

<b>Date sent to Equality Team</b>	
<b>Date published</b>	