

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: City Development	Service area: Museums and Galleries
Lead person: John Roles	Contact number:
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
John Roles		
Catherine Hall		

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

Museums and Galleries Restructure.

These proposals are necessary because of the drastic reductions in funding that the Council is experiencing. They are not in any way a result of any failing on the part of the Service or the performance of the staff. Indeed the last few years have seen the service achieving an unprecedented period of success with massive increases in visitors, learning and community use. Due to everyone's hard work we have delivered significant investment, raised the reputation and profile of the service locally, and nationally and generally gone from strength to strength. Nine years ago we attracted some 334,000 visits, last year we hit one and a quarter million and what was 23,000 taught schoolchildren is now 40,000. That success has been reflected in an increase in central government grant support from £150,000 in 2003 to over £1.6m this year.

However a very significant proportion of our current expenditure relates to staffing and many of our other costs are fixed (Business rates for example) so it is necessary to given consideration to changes which affect our service to the public and ensure that the service continues to be financially sustainable going forward.

This restructure involves

- A reduction in staff numbers.
- Some reduction in opening hours at some sites – Leeds Art Gallery, Temple Newsam House and Leeds City Museum (and consequent impacts on Access arrangements at Leeds Central Library).
- An increase in income targets.

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 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 checked="" 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 type="checkbox"/>
Please provide detail:	

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	<input type="checkbox"/>
More than one service	<input type="checkbox"/>
Please provide detail: But with more impact on some areas of the service and some sites than others	

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

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)

- There are impacts on both service users and on existing staff.
- We have considered impacts bearing in mind known visitor flows, access consideration and availability of services. The three sites identified for changes to public opening are the largest and most costly to staff and open. Winter is a relatively quiet time at Temple Newsam House for casual visitors in particular, this is also the case for Thursday evenings at Leeds City Museum since though it is a 'late night shopping day' in practice the museum is remote from most shopping footfall. The proposal to close Leeds Art Gallery on a Monday does not relate to current usage links to opening arrangements at most of our other sites and those of neighbouring organisations (the Henry Moore Institute for example). The gallery would fully open on Wednesdays (it currently opens at 12 noon). The current opening of the front entrance at the gallery Monday-Wednesday 5pm- 8pm is solely in support of library access and is a particular staffing pressure for the gallery.
- Reducing staffing levels further whilst maintaining public opening at those three sites is not possible for a service with very specific security and invigilation requirements. Impact is on a range of staff full time / part time and male / female.
- Direct public consultation has not been undertaken in the changes to public access proposals to date, there are realistically no alternative options available if the savings are to be met. Consultation will take place and concerns taken into consideration.

- Beyond the changes to public opening times other elements of the restructure proposals impact on few individual members of staff.
- Consultation on possible changes to access arrangements at Leeds Art Gallery has taken place with LCC Fire Officer and the Head of Libraries.
- The savings required necessitate difficult choices however and cannot be achieved without some loss of public service and impact on existing staff.

**Are there any gaps in equality and diversity information
Please provide detail:**

We have recent service wide data from visitor surveys across most equality characteristics (excluding marital status and sexual orientation)

Action required:

In future years include all equality characteristics in monitoring

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

☒

Yes

☐

No

Please provide detail:

Action required:

- There are impacts on both service users and on existing staff.
- We have considered impacts bearing in mind known visitor flows, access consideration and availability of services. The three sites identified for changes to public opening are the largest and most costly to staff and open. Winter is a relatively quiet time at Temple Newsam House for casual visitors in particular, this is also the case for Thursday evenings at Leeds City Museum since though it is a 'late night shopping day' in practice the museum is remote from most shopping footfall. The proposal to close Leeds Art Gallery on a Monday does not relate to current usage links to opening arrangements at most of our other sites and those of neighbouring organisations (the Henry Moore Institute for example). The gallery would fully open on Wednesdays (it currently opens at 12 noon). The current opening of the front entrance at the gallery Monday-Wednesday 5pm- 8pm is solely in support of library access and is a particular staffing pressure for the gallery.
- Reducing staffing levels further whilst maintaining public opening at those three

sites is not possible for a service with very specific security and invigilation requirements. Impact is on a range of staff full time / part time and male / female.

- Direct public consultation has not been undertaken in the changes to public access proposals to date, there are realistically no alternative options available if the savings are to be met. Consultation will take place and concerns taken into consideration.
- Beyond the changes to public opening times other elements of the restructure proposals impact on a small percentage of staff.
- Consultation on possible changes to access arrangements at Leeds Art Gallery has taken place with LCC Fire Officer and the Head of Libraries.
- The savings required necessitate difficult choices however and cannot be achieved without some loss of public service and impact on existing staff.

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	
<input 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:

Stakeholders

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

Potential barriers.

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

Winter group activity at Temple Newsam will enable some groups (for example special needs community engagement projects) to have exclusive access to the house which could be positive for those users .

Action required:

Proactive approach to booking community engagement projects in during this period.

8b. Negative impact:

- Reduced general access to our museums on days / periods concerned – this will not impact disproportionately on specific user groups who may find visiting at the new times less advantageous .
- There will be no evening access to general visitors at Leeds City Museum, this affects visitors who work full time primarily, but does not disproportionately affect other users.

The most radical proposal re Temple Newsam house will specifically allow pre-booked community and school visits to that site to continue during the winter closure. This could have a positive impact on the experience of specific priority groups.

- Some pre-existing visit arrangements will be affected ie the Preservative Party of young people meet at Leeds City Museum on Thursday nights or the Queer Eye group at Leeds Art Gallery which has historically met on a Tuesday night. Events for teachers have also traditionally been held as ‘twilight sessions’.
- Closing the Art Gallery on Mondays will reduce the availability of free family friendly activities available in the city centre on that day.
- Changes to staffing rotas at several sites will impact potentially more on part time staff than on full time staff who are by their very nature the lowest paid of our staff. However, staff will be supported through the process depending on the employment policies applicable at the time.
- Staff will be offered the opportunity to enter the talent pool at Priority 3 as a mechanism to try and secure alternative employment whilst identified as being “at risk”.
- Changes to rotas could impact disproportionately on those with existing carer (child or adult) responsibilities who work set days and shifts which are more difficult to alter. Requests to work flexible working will be considered on an individual basis.
- Changes to rotas could disproportionately impact on female staff (as more of them are part time in the affected teams). Again, staff will be offered the opportunity to enter the talent pool at priority 3 and will be supported through the employment processes available at the time.
- Closing the doors at Leeds Art Gallery on Monday (all day and evening) and additionally Tuesday Wednesday (5pm- 8pm) does affect general access to Leeds Central Library and the Tiled Hall café , including ramped wheelchair access to the library through the gallery entrance.
- Changing staffing hours will require higher charges to be levied to those wanting to access the sites out of hours ie on Monday evenings at the Art Gallery or Thursdays at the City Museum.

Action required:
<p>On staffing we have a number of other vacancies which are being held offering possible suitability for displaced staff some vacancies have already been filled this way</p> <p>Staff will be offered early opportunity to enter the talent pool at Priority 3 as an option to securing alternative employment.</p> <p>In terms of Impacts on access to the Central Library the following considerations have been made (the library changing their opening hours shortly in any event and will no longer be in synch with Art Gallery hours)</p> <ul style="list-style-type: none"> • Signage will direct users to alternative library entrances on Mondays and evenings (including for wheelchair users to the lower level lift access point) • Fire evacuation arrangements for the library will be adjusted to account for not having the access ramp (consultation taken place with Fire officer). • A full range of toilet facilities will continue to be available in the Library for Tiled Hall café users (as they currently are on Wednesday mornings). • Publicity will explain the necessity of the changes and the alternative access points to the Library and the Tiled Hall cafe. • There will be some access benefits from not having the gallery access closed on Wednesday mornings as it is currently. <p>The Preservative party events will be rescheduled to weekends. Other specific priority events and a small number of other income generating partner events i.e Leeds Art Fund lectures will continue to be possible out of hours on a prebooked basis.</p> <p>Winter group activity at Temple Newsam will enable some groups (for example special needs community engagement projects) to have exclusive access to the house.</p> <p>Consideration will be given to shift options for staff disproportionately affected by rota changes.</p> <p>Higher out of hours booking costs relate to those with an existing ability to pay ie corporate hirers.</p> <p>Wider Museums and Galleries publicity mechanisms will promote the new hours and arrangements.</p>

9. Will this activity promote strong and positive relationships between the groups/communities identified?	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Please provide detail:	
Action required:	

10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Please provide detail:	
Action required:	

11. Could this activity be perceived as benefiting one group at the expense of another?	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> 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

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
Date impact assessment completed		

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: