

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: Safer Leeds - Leedswatch
Lead person: Liz Jarmin	Contact number: 278078
Date of the equality, diversity, cohesion and integration impact assessment: 22 April 2015	

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Liz Jarmin Jayne Russell Linda Nicholson	All LCC	Lead on restructure process Service Manager HR adviser

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

Over the past 4 years, the Leedswatch service has undergone significant change. The integration of areas of business, such as Security Services, Metro CCTV monitoring, Parkswatch, the monitoring of Tower Blocks in the East of the city and citywide expansion to all the city's Tower Blocks in 2015/16, and the development of new areas of income generating business such as an in-house CCTV maintenance and installation service, has grown the team from around 40 officers in March 2011, to a service that now has over 75 posts within its structure.

As a result of services being picked and dropped from various sections of the Council, there are currently 4 different shift patterns in operation. Each of the teams have different terms and conditions attached to their employment which results in a lack of consistency and fairness being applied, and which can make the service difficult to manage.

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 Operations – CCTV, Security & Parkswatch

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 – has already been offered prior to restructure commencing – 9 people accepted	<input 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 Change to current shift pattern	<input checked="" type="checkbox"/>

Please provide detail: Actuals in post				
Service Area	Post	Change to post	Change in current actuals in post	Change in location / span
Safer Leeds - Leedswatch	1FTE x Security Manager PO2 – post vacant	Delete	0	None
Safer Leeds - Leedswatch	1.35fte x Out of Hours Duty Manager SO2 (20hrs & 30hrs) – both posts vacant	Delete	0	None
Safer Leeds - Leedswatch	10.42 x CCTV Supervisors C1, CCTV, Security, Parkswatch 5 x posts vacant 5.42FTE in post	Delete / Revise	+1.17	None
Safer Leeds - Leedswatch	58.97FTE x B1 Officers – 7 posts vacant 51.70FTEs in post	Revise	-1.75	None

Note* Additional posts are to be created increasing the overall posts that are currently occupied by 12.01FTEs

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 type="checkbox"/>

Please provide detail:

Alignment of staff resources for 24/7 service, to ensure that the service is able to respond 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 and feedback to staff following full service and team briefings.
- Covering report to accompany delegated decision notice (DDN).
- Programme of Trade Union consultation and feedback.
- Responses to queries raised by individuals and via the TU.
- Feedback from staff via email.
- 1-2-1 sessions with staff .
- Staff working group established to make recommendations on a new shift pattern.

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 – none reported

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 been offered the opportunity to attend briefing sessions where information on the proposed restructure was presented.

- Team consultation sessions have taken place.
- Staff have been provided with structure diagrams and guidance notes.
- All information concerning the restructure have been posted on staff notice board.
- 1-2-1 sessions with staff have been offered to those who staff who wish to discuss individual issues or raise concerns.
- 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
- A staff working group was established to make recommendations on new shift pattern.
- Regular meeting with staff TU representative.
- Transitional proposal put to staff offering additional hours to up to 31st March 2016, to provide a period of adjustment to new working arrangements and changes in pay etc...
- Staff TU representative has undertaken informal 'straw poll' on shift patterns and proposed transitional arrangement.

Action required:

To implement the full consultation process commencing Jan 2015, including meetings with the relevant 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 | |
| <input checked="" type="checkbox"/> Other People who currently only work weekends or weekdays. | | |

Please specify:

Stakeholders

- | | | |
|--|--|---|
| <input type="checkbox"/> Services users | <input checked="" type="checkbox"/> Employees | <input checked="" type="checkbox"/> Trade Unions |
| <input checked="" type="checkbox"/> Partners – WYP, Metro | <input checked="" type="checkbox"/> Members | <input type="checkbox"/> Suppliers |

Other please specify

Potential barriers.

Built environment

Location of premises and services

Information and communication

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.
- There will be no compulsory redundancies.
- Subject to any matching via the talent pool, there will be a range of promotion and development opportunities for staff which currently do not exist.
- Opportunities for staff to train and develop will be offered to all staff.
- An opportunity for people to move into new positions, which has the potential to redress the imbalance of women and BME staff at all levels.
- There will be a number of vacancies post assimilation, which will also enable the service to consider how it might address gender imbalances (the service is predominately male at present).
- The restructure will address inequalities in pay, enhancements and T&C across all sections of the service.
- The restructure will improve joint working across sections of the service.
- Will clarify temporary staffing arrangements.
- The new shift arrangements aim to improve work life balance, avoiding staff having to undertake lengthy and unhealthy shifts (12hours).

Action required: Implement the restructure by end of July 2015

8b. Negative impact:

- Some staff may take a while to adjust to changed role and working practices.
- Changes in shift patterns may impact on the current work life balance arrangements for some staff.
- The salaries of some staff may reduce due to changes in shift patterns and a reduction in some enhancements. A voluntary transitional proposal has been put in place to mitigate this up to 31st March 2016.
- In order to implement the proposed transitional arrangements, it may not be possible to recruit to all vacant posts after assimilation has taken place, therefore staff have been requested to work more flexibly. This may not suit some members of staff.
- There will be a large number of vacancies post assimilation which may impact on service delivery for a period of time.

Action required:

- Discussions have taken place with staff re. concerns about existing work life balance arrangements and it has been agreed that requests for family/carer responsibilities will be considered on an individual basis.
- Staff will be given reasonable time to make alternative arrangement as required in line with employment legislation – 90 days notice. However, staff have suggested a start date for the new shift pattern to be 28th June. This will be reviewed as part of the affirmation process to finalise changes to working patterns.
- 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.
- Ongoing consultation will take place throughout the implementation of the restructure.
- Staff have been asked to voluntarily work upto 15hrs per shift rota flexibly up to 31st March 2016 to help bridge staff vacancies and other absences.
- When allocating flexible hours for those opting for the transitional arrangement, other than in exceptional circumstances, staff will be given fair notice of when they have been scheduled to work, and any existing commitments will be considered where these are notified to the management team. Pre booked annual leave will not be affected.
- Service customers, have been made aware that there may be some disruption to service delivery during the initial implementation phase of the restructure.

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

Yes

No

Please provide detail:

- Creating a 'one team' approach across the service will improve staff relations and the effectiveness of the service.
- The removal of temporary arrangements for some staff should provide greater stability and assist in maintaining positive relations across all staff affected.
- Opportunities for development and learning will help staff and the service to reach its potential.

Action required:

- Ongoing discussion and consultation with staff throughout the implementation phase of the restructure.
- Carefully planned implementation of new staff patterns, on a date agreed by staff (by consensus).
- Scheduling of regular joint Team Meetings with shifts / teams.

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:

The restructure seeks address inequalities in current working conditions and terms and conditions.

Action required:

A consistent approach to working conditions and enhancement will be applied to all members of staff in accordance with the relevant national conditions of service. This has been communicated to all staff.

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	24 May 2015	Completion of the consultation	Liz Jarmin/Jayne Russell
Commence affirmation	Affirmation notices send out w/c 27/05/2015 Affirmation completed by 08/05/2015	Affirmation of agreement to changes in existing T&C	Liz Jarmin/Jayne Russell
Requests for family/carer responsibilities will be considered on an individual basis. Staff will be given reasonable time to make alternative arrangement as required.	Up to 20 July 2015 (in line with 90 day notice of change to T&Cs). NOTE: Staff have indicated that the preferred implementation date for new working pattern is 28 June 2015. Staff to be encouraged to identify early any impacts on carer/family responsibilities as new structure implemented.	Affirmation of new terms and conditions That any requests are considered and responded to in a timely manner.	Liz Jarmin/Jayne Russell
Local Recruitment Process	To 31 May 2015	Referral of vacant and new posts to talent pool Local assimilation Post referencing for promotion Interviews Post vacant after talent pool and local recruitment will then be released via the current Council recruitment procedures.	Jayne Russell/HR

Action	Timescale	Measure	Lead person
Recruitment panel will ensure that employees who have been on maternity leave are not asked to provide examples from the last 12 months.	To 31 May 2015 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.	Undertaken via consultation – no issues reported	Suitable support provided	HR/Jayne Russell
Ongoing consultation with staff throughout implementation of shift changes.	To March 2016	Regular review of new shift working and staff wellbeing.	Liz Jarmin/Jayne Russell

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	22 April 2015

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	