

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: Adult Social Care	Service area: Access and Care Delivery
Lead person: Julie Bootle	Contact number: 0113 37 81734
Date of the equality, diversity, cohesion and integration impact assessment: 10 th February 2017; 16 th March 2017; 24 th March 2017	

2. Members of the assessment team:		
Name	Organisation	Role on assessment team For example, service user, manager of service, specialist
Julie Bootle	Adult Social Care	Head of Service
Anna Walton	Strategy & Resources	HR Business Partner

3. Summary of the organisational change arrangements to be assessed:
<p>The Business Change Team was established as a temporary programme resource to implement the Client Information System in Adult Social Care. As the system is now live, the team is no longer required in the current form, but there is clear evidence that there is still a need for a discrete team to provide expertise around change. In undertaking this review, consideration has been given to whether the role of embedding change as a consequence of developing and implementing CIS could now be undertaken as part of the role of the Service Delivery Managers in the community and hospital teams. However it has been agreed that the team's knowledge and expertise in CIS is an added advantage to the proposed team structure, as many, if not all, of the changes currently underway within ASC will have an impact on CIS, whether directly or indirectly. It is useful to have a team that can focus on embedding change without the distractions of operational activity.</p>

The focus on the change being proposed and this EIA is purely in relation to the Embedding Change function. While it is noted that the SDM will have line management also of the Older People's Residential and Day Care Reviewing Team, this function does not sit within the Embedding Change proposals, as it is purely in relation to Phase 3 of the Better Lives Strategy.

The proposals effect 4 currently employed individuals. For 3 there will be no change to their job role (Team Manager PO6; Senior Social Worker PO3; Social Worker PO1).

The new team is not delivering the development and implementation of a new electronic system and is not a programme. There is no longer a requirement for a senior decision maker at Dir 52.5%, as decisions are no longer required to made regarding the implementation of a new system, and any system related decisions will require liaison with the Heads of Service for Social Work, Finance and Contracts prior to implementation . However, there is a need for a Senior Manager at SDM Dir 45%, to influence across their peers and supporting information to the Heads of Service/Chief Officers.

The current post holder of the 52.5% post has a substantive role at Dir 45% and it is intended that this person return to their substantive grade and take up the role as the SDM in Embedding Change.

Consultation will take place with all staff affected. If the existing staff do not wish to remain in this team, they may return to their substantive positions, and these new roles will be recruited to via internal recruitment

4. Scope of the equality, diversity, cohesion and integration impact assessment

Organisational change

(please tick all appropriate boxes that apply below)

Restructuring and assimilation	<input checked="" type="checkbox"/>
Reorganisation and job redesign	<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 type="checkbox"/>
Switching	<input type="checkbox"/>

Recruitment	<input checked="" type="checkbox"/>
Equal pay considerations	<input type="checkbox"/>
Job evaluation	<input type="checkbox"/>
Any other organisational change arrangements	<input type="checkbox"/>

Please provide detail:

Those currently in the Business Change Team will be offered the permanent roles within the Embedding Change Team. If they choose not to take this up, they can return to other roles within the social work teams, and recruitment will take place for the newly established roles. It is noted that the individuals in this team have been in these roles for some significant time. There is a risk that they may feel distance from their own professional roles and that a continued tenure within this team may disadvantage them professionally. It is important to ensure that this is discussed with staff, and their unions if requested, to ensure that any disadvantage that they may feel as a result of their continued employment is addressed. It is also important to address the protected characteristics of all staff as any disadvantage could be compounded for staff who have caring responsibilities, or other characteristics. As these roles were initially advertised as temporary, it is important that staff are offered an opportunity to revert to their professional practice in order to avoid any unintended consequences or discrimination.

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:	

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:	

<p>5. Fact finding – what do we already know Make a note here of all information you'll be using to carry out this assessment. This could include previous consultation, involvement, research, results from perception surveys, equality monitoring and customer or staff feedback. (priority should be given to equality, diversity, cohesion and integration related information)</p> <p>Discussions with the Business Change Team Discussions with IM&T/Finance/Commissioning Discussions with Service Delivery Managers Discussions with Trade Unions One to one meeting with staff (with unions present if requested)</p> <p>Are there any gaps in equality and diversity information Please provide detail: Given the nature of this change – a consolidation of a previously temporary structure into permanent roles – it is particularly important to understand each individual's particular circumstances and requirements, especially in relation to their aspirations for the future and career planning. As this is a small team the process that will be followed is one to one discussions to elicit any concerns and plan to address them. Concerns may include that making the team permanent may restrict post holders from further development in the field of social work.</p> <p>It is noted that social work in Leeds is undergoing significant change at this time though the development of strengths based social care and the implementation of the Care Act 2014. It is important that the post holders do not feel disadvantaged by remaining in posts which require them to remain up to date in relation to practice but may not provide them with the opportunity to do so through the development of direct practice expertise. Some staff may wish to address this concern and one to meetings will provide this opportunity.</p> <p>Following 1:1 sessions with the team members, some additional actions have been agreed in relation to the maintenance of practice. It has been agreed that the Social Workers will maintain a small caseload, overseen by the Team Manager to enable them to participate in the developments of Strengths Based Social Care first hand. This will add to their work around the more strategic developments of the approach and provide greater insight into any requirements for the case recording system.</p> <p>In addition, the Senior Social Worker (PO3) will need to undertake student placement supervision to maintain her status. This can be achieved by a mixture of long-arm supervision support to students in other teams, but can also include shorter placements with the team itself. A further action is required to engage with Organisational Development to refine the offer the Senior Social Worker can provide.</p> <p>Within Leeds ASC there is an established process for workers who wish to transfer to work in a different area. It has been agreed that this process should also apply to the Social Workers within the Embedding Change Team, therefore should they wish to move back to an area post they can register this and will be considered when there is a vacancy (as is the current process). Any vacancy created by this will be recruited to via internal recruitment.</p>
--

Action required:

One to one session with each staff member, to include TU representation/support if requested

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

Yes

No

Please provide detail:

As above

Action required:

As above

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

Age

Carers

Disability

Gender reassignment

Race

Religion or belief

Sex (male or female)

Sexual orientation

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:

The team comprises of 4 women, three of whom are from BaME backgrounds, some of whom also have caring responsibilities.

Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

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 checked="" type="checkbox"/> Stereotypes and assumptions
<input type="checkbox"/> Cost	<input type="checkbox"/> Consultation and involvement
<input type="checkbox"/> Specific barriers to the organisational change proposals	
Please specify	
The proposal slightly changes the focus of the team. This will need to be well communicated to stakeholders to ensure they understand the changes.	

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:
<p>Making the Embedding Change Team part of the permanent structure will provide assurance to the staff in the team around the permanency of their roles. It will also assure the team of the value placed in their skills in managing change and developing CIS. It is essential in terms of career development that all staff, particularly those with protected characteristics are given the opportunity to explore whether permanence in this role is an advantage (job security in a field they are very experienced and valued within) or disadvantage (restricting their opportunity to develop in social work profession)</p> <p>Having a permanent Embedding Change Team means there is reliable access to expertise on change management at a time of significant organisational change. This will reduce the pull on Social Workers, Team Managers and SDMs from the social work side of ASC, while still ensuring that the required knowledge and expertise is called on when necessary. This team will be required to work closely with SDM's, team managers and front line staff to ensure that operational views, practice and expertise is utilised effectively to ensure systems deliver against business requirements.</p> <p>This team will also provide the guidance and support to colleagues in finance and commissioning around developing and exploiting the functionality of CIS, again using their skills around change management to expedite this.</p> <p>The team will support colleagues in IM&T with information regarding workflows within CIS, assist in any testing required for new developments to ensure there are no adverse impacts on the workflows that IM&T would be unaware of.</p>
Action required:
N/A

--

8b. Negative impact:
N/A
Action required:
N/A

9. Will this activity promote strong and positive relationships between the groups or communities identified?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Please provide detail: By making the posts within this team permanent and ensuring there continues to be dedicated capacity to change management, the team will be able to develop the relationships with their operational, finance, commissioning and IM&T peers. Clarity amongst the stakeholders about the role the team plays in enabling and delivering change, when and how to call in subject matter experts, business process owners and senior decision makers will enable change to be managed more effectively and be delivered more smoothly. This team will have a key role along with IM&T in ensuring the information system and finance, contracts and social work processes fit together to improve the service delivered to customers and providers. This will have a positive impact on complaints and reduce the potential for incorrect charges and/or payments
Action required: Ensure all stakeholders understand the remit of the team

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

The team will need strong links across the stakeholders outlined above

Action required:
Establish regular forums across the team and relevant stakeholders to ensure good communication

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
Ensure all stakeholders understand the remit of the team	April 2017	Appropriate use of the Embedding Change Team	SDM Embedding Change; Heads of Service
Establish regular and ongoing meetings/forums with key stakeholders and the team	April 2017	Clear communication between the team and key stakeholder	SDM Embedding Change
One to one meetings with all staff	Feb/March 2017 Completed 16/03/17	Ensure that impact on individuals has been explored with reference to professional and personal development and the impact of permanence in this team , with due regard to protected characteristics	HoS
EIA updated to reflect 1:1 discussions	24/03/17 Completed 24/03/17		HoS
Scoping of placement requirements to maintain SSW currency	April 2017 Being scoped 26/07/17	Agreed placement requirements and understanding of any impact on the Embedding Change Team	Organisational Development/SDM Embedding Change

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
Carol Gill	Head of HR	
Shona McFarlane	Deputy Director	

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

If this equality, diversity, cohesion and integration impact assessment relates to a **key delegated decision, executive board, full council** or a **significant operational decision** a copy should be emailed to corporate governance and will be published along with the relevant report.

A copy of **all other** equality and diversity, cohesion and integration impact assessment's should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date impact assessment completed	Finalised 26/07/17
If relates to a key decision – date sent to corporate governance	N/A
Any other decision – date sent to equality team	