

## Appendix 6

### 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, and 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:</b> Environment and Housing	<b>Service area:</b> Waste Management
<b>Lead person:</b> Liz Behrens	<b>Contact number:</b> (07891) 272481
<b>Date of the equality, diversity, cohesion and integration impact assessment:</b> 23 <sup>rd</sup> January 2017	

#### 1. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Liz Behrens	Leeds City Council	Service Manager
Neera Sharma	Leeds City Council	Senior HR Adviser

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

There are currently eight Household Waste Recycling Sites (HWRS) across Leeds: one of these includes a waste transfer station (Kirkstall Road), and two sites deal with both household and commercial waste (East Leeds and Kirkstall Road); three are urban sites close to population centres (Holmewell Road Meanwood and Pudsey); two are 'rural' sites located close to the Leeds boundary with Bradford and/or North Yorkshire (Ellar Ghyll and Thorp Arch); Milner's Road, the eighth, site is located relatively close to Ellar Ghyll in Yeadon. These latter three are less well used sites handling significantly less tonnage than the other five.

The Council continues to face unprecedented budgetary pressures, and corporately all departments are being asked to identify further efficiencies from the services offered. There is an expectation that innovative reviews and changing the way we work may provide the opportunity to offer long term savings whilst still maintaining the levels of service Leeds residents expect.

Therefore, this report specifically describes the rationale behind a range of proposed changes to roles within the HWRS service to make them better aligned with business priorities.

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

- A1 Site Attendants x 24 FTE;
- B1 Senior Site Operatives x 18 FTE;
- SO1 Supervisors x 4 FTE;

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

Any other organisational change arrangements	<input type="checkbox"/>
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**Please provide detail:**

The proposal is to re-design the roles across the HWRS so that they are more effectively aligned with business priorities. It is proposed that the following changes will take place:

- 1) Consolidation of the existing A1 Site Attendant and B1 Senior Site Operatives in to a new B1 Recycling Assistant Role. This new role will see a modernised job description that reflects the future requirement for greater engagement with customers and knowledge of reuse/recycling practice to drive up diversion from landfill.
- 2) The creation of a new B3 Waste Transfer Station Operative role. The role has been graded in accordance with the skills required to undertake it and the rate of pay for comparable roles both internally and externally. Based at the Kirkstall Road site, alongside a number of other enhanced duties, post holders will be expected to operate the loading shovel in the waste transfer station.
- 3) The development of a new Team Leader job description that is designed to be more consistent with comparable roles across different services within the Environment & Housing Directorate.

Job descriptions been evaluated through Leeds City Council's agreed process. It is anticipated that A1 Site Attendants will be offered some literacy and numeracy support to assist them with their move to the new B1 Recycling Assistant role.

Recruitment into the four positions will be through open internal application. Since there are a number of site attendant vacancies within the service currently, if we do not manage to fill any of the B3 posts with existing site staff, there will still be enough vacant Recycling Assistant posts to allow us to move all existing permanent site staff into the new B1 Recycling Assistant roles. Successful applicants would be appointed at the bottom of the B3 grade.

An extensive development programme will be invested in to ensure that current Team Leaders are equipped to fulfil the obligations of their new job description.

There are sufficient posts for all staff, so there will be no reductions using the MSR policy.

**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"/>

<b>Please provide detail:</b> Waste Strategy & Infrastructure – roles identified above across the HWRS	

<b>4b. Do your proposals relate to:</b> 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"/>
<b>Please provide detail:</b>  This is to assess the impact on existing employees of redesigning key roles across the HWRS.  Furthermore, all roles will involve working with community groups. It is anticipated that the redesigned roles will improve engagement with these groups, thereby having a positive impact on meeting recycling targets and service delivery.	

<b>5. Fact finding – what do we already know</b> 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) Consultation with the Trade Unions commenced on 2 March 2016.  Following comments with the Trade Unions, consultation with the staff in scope occurred on the following dates: 11, 18 and 23 August 2016.  The purpose of these sessions has been to consolidate any concerns and feedback from these groups in to the final proposals.
<b>Are there any gaps in equality and diversity information</b> <b>Please provide detail:</b>  It is recognised that the majority of staff who work across the HWRS are white British males and therefore BME representation is not reflective of the communities that Leeds City Council serves or recycling hotspots. However, 2 female staff from cleaning &

catering have been successfully appointed to permanent positions within the service thereby contributing to a more diverse workforce.

**Action required:**

Future recruitment will consider the additional dynamic that an increased female and BME workforce could deliver in term of community engagement, increased recycling/reuse and increased diversity.

Furthermore there is some opportunity for existing staff in Catering and Cleaning, whose roles may be at risk, to be flexibly deployed in to the service to cover vacant roles and hours. This will also increase female representation across the service.

There may be some scope to introduce part- time roles to the service in order to diversify the workforce further. However, with the potential introduction of charging for some materials on the sites and with targets to increase materials separated for re-use and recycling, the service is considering any proposals to introduce part-time roles alongside an assessment of the overall level of staffing required across the sites in order to achieve the optimum level of performance. This will therefore be the subject of further consultation with staff and trade unions,

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

Yes

No

**Please provide detail:**

Staff in scope & those closely associated with those in scope.  
Trade Unions (Convenors and Shop Stewards)  
HR Business Partners

**Action required:**

None.

**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

(**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:

Evening and weekend working will be required on a rota basis, which may impact on those with caring responsibilities.

Any current reasonable adjustment arrangements will continue and new support measures will be put in place where appropriate.

There are sufficient posts for staff.

## 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"/>	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 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
<b>8a. Positive impact:</b>
<ul style="list-style-type: none"> <li>• <b>Financial exclusion:</b> the proposal does not involve a reduction in jobs so no potential redundancy and no reduction in pay</li> <li>• <b>Communication:</b> There is opportunity for the new Recycling Assistant role to improve communication with key community groups, thereby increasing engagement around waste and recycling. This in turn would make a positive impact in terms of allowing Leeds City Council to meet its recycling targets.</li> <li>• <b>Location:</b> New roles should reduce the requirement to move staff between sites in order to ensure there is the correct balance of Attendants and Senior Site Operatives.</li> <li>• <b>Cost:</b> The successful implementation of part time working further down the line may not only diversify the equality profile of the service but will also deliver significant savings.</li> <li>• <b>Recruitment:</b> The proposal is to invite applications for the Waste Transfer Station Operatives, therefore providing potential promotional opportunity.</li> </ul>
<b>Action required:</b>

<b>8b. Negative impact:</b>
<ul style="list-style-type: none"> <li>• <b>Disability:</b> It is possible that employees with a disability may struggle with certain elements of this role, as it requires spending time outdoors and periods of standing. Reasonable adjustments will be made to support staff where possible.</li> <li>• <b>Pay Implications:</b> Automatically progressing A1 Site Attendants to the new B1 Recycling Assistant role, disadvantages workers across the Council at a comparable grade who have not been offered this. A review has revealed that there is a wide cross section of staff who are paid at below B1 across the Council and most of these are female, thereby widening the gender pay gap. The gap may also be widened by the fact that the B3 Transfer Station Operative roles will be offered as a promotional opportunity to the current male dominated workforce.</li> </ul>
<b>Action required:</b>
<ul style="list-style-type: none"> <li>• Managers to carry out risk assessments to assess if any reasonable adjustments are required.</li> </ul>

<b>9. Will this activity promote strong and positive relationships between the groups/communities identified?</b>
<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>

**Please provide detail:**

More time spent engaging with keep groups/communities will strengthen the message around waste and recycling, therefore helping to meet Leeds City Council's recycling targets.

**Action required:**

None – action has already been considered as part of the proposals.

**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:**

None

**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)

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
Managers to identify and support employees whose new role may have a negative impact on their caring responsibilities/ home pressures	Throughout consultation, at the time the appointment is made and through one to ones.	Discussed /Reviewed at one to ones	Supervisor
Managers to carry out risk assessments to assess if any reasonable adjustments are required. Reasonable adjustments to be implemented	On-going	Discussed /Reviewed at one to ones	Supervisor
Potential creation of part time opportunities further down the line. Flexibly deploying staff in to positions from elsewhere in the Council.	Subject to further consultation	A more diverse workforce	Service Manager/ Team Manager

**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
Tom Smith	Chief Officer Waste Management	21/02/2017
<b>Date impact assessment completed</b>		
01/02/2017		

**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):

The service will review the effectiveness of actions taken following the implementation of the new roles. This will include reviewing any impact on an individual basis as part of the usual management meetings with staff (1-1s, appraisals).

**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: n/a
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to	Date sent:28//2017

[equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk)