

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

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| Directorate: Resources and Housing | Service area: Legal Services |
| Lead person: Catherine Witham | Contact number: |
| Date of the equality, diversity, cohesion and integration impact assessment: 28/0/2018 | |

| 2. Members of the assessment team: | | |
|---|---------------------|--|
| Name | Organisation | Role on assessment team For example, service user, manager of service, specialist |
| Jessica Dolphin | LCC | HR Service Manager |
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| 3. Summary of the organisational change arrangements to be assessed: |
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| The legal structure are looking to realign their structure following a job description update, following a benchmarking exercise across authorities of a similar size and scale to aid in recruitment and retention rates. |

| 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 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 type="checkbox"/> |
| Equal pay considerations | <input type="checkbox"/> |
| Job evaluation | <input type="checkbox"/> |
| Any other organisational change arrangements | <input checked="" type="checkbox"/> |
| <p>Please provide detail:</p> <p>We are looking at the alignment of roles and grades to ensure a sense of fairness and comparability of accountabilities and remuneration across all support services.</p> | |

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| <p>4a. Do your proposals relate to: please tick the appropriate box below</p> |
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| 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: | |
| This affects people in certain levels of the role, this is from SO1 posts to the Heads of Service. | |

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| 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: | |
| The job descriptions will be amended following a benchmarking exercise looking at roles of a similar nature so we are more attractive in the labour market. | |

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| <p>5. Fact finding – what do we already know</p> <p>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.</p> <p>(priority should be given to equality, diversity, cohesion and integration related information)</p> <p>We have looked across the information of our service and benchmarked ourselves and our pay rates across other local authorities. We are looking to ensure a sense of fairness and comparability of accountabilities and remuneration across all support services.</p> <p>Staff are discussing that due to recruitment difficulties workload pressures are increasing, therefore by making our roles more attractive to prospective candidates then this should help alleviate some of the wellbeing concerns with the wider team.</p> |
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Are there any gaps in equality and diversity information
Please provide detail:
 A breakdown of the service has not been analysed by equality information at this point, as due to legal services being a small area it is a risk to disclose individuals who identify with a certain characteristic.

Action required:
 Look at the equality information and see if any characteristics are disproportionately affected by the realignment and flag if appropriate.

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

Yes No

Please provide detail:
 At present a discussion has been had with senior members of the directorate, including the Director of Resources and Housing.

Action required:
 Trade Union consultation to be set up to discuss the plans.
 Communication meetings to be set up with the wider service to communicate the changes.

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

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|--|--|--|
| <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Carers | <input checked="" type="checkbox"/> Disability |
| <input checked="" type="checkbox"/> Gender reassignment | <input checked="" type="checkbox"/> Race | <input checked="" type="checkbox"/> Religion or belief |
| <input checked="" type="checkbox"/> Sex (male or female) | <input checked="" 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 checked="" 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

We need to communicate effectively with staff about the changes, ensuring we are open and transparent. The cost will need to be considered due to budget pressures.

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:

This will have a positive impact on the general wellbeing in the service, as this has been raised due to difficulties with recruitment.

Action required:

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| 8b. Negative impact: |
| Some areas of the workforce will not benefit from this exercise, this may leave a risk of them feeling like they are not benefitting like the rest of this service. |
| Action required: |
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| 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: |
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| Action required: |
| N/A |

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

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| 11. Could this activity be perceived as benefiting one group at the expense of another? |
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Yes

No

Please provide detail:

The junior level staff are not affected by this realignment. During the fact finding exercise the lower level grades were seen to be aligned with others and we do not have recruitment and retention difficulties at these levels. We continue to recruit to these, offering apprenticeships to develop staff in to qualified professional positions.

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 |
|---|-----------------------------------|----------------|---------------------------------------|
| Trade Unions to be contacted for consultation | End of November 2018 | | Catherine Witham/HR |
| Communications with the service ref. changes | End of November 2018 | | Catherine Witham with support from HR |
| Look at equality characteristics breakdown and consider if any are disproportionately affected by the proposals | By 31 st December 2018 | | Jessica Dolphin (HR) |
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| Action | Timescale | Measure | Lead person |
|---------------|------------------|----------------|--------------------|
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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 |
|------|-----------|------|
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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).

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| Date impact assessment completed | |
| If relates to a key decision – date sent to corporate governance | |
| Any other decision – date sent to equality team | |