

## Equality, diversity, cohesion and integration screening – 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.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

- whether or not equality, diversity, cohesion and integration is being or has already been considered, and therefore
- whether or not it is necessary to carry out an impact assessment.

<b>Directorate: Communities &amp; Environment</b>	<b>Service area: Environmental Services</b>
<b>Lead person: John Woolmer Acting Chief Officer Environmental Services</b>	<b>Contact number:</b>

### 1. Please provide a brief description of the organisational change arrangements that you are screening

#### Background

The Environmental Service workforce profile over the years has remained static and is made up of predominately frontline/operational, white middle aged or above, males who have on average a long service (over 30yrs) history.

The Environmental Action Services workforce is predominately male (82%), non BAME (85%) and middle aged or above (78%) who are in operational/front line roles. There is a better gender mix in the enforcement part of the service with a 50/50 split of male and female staff.

The Waste Management workforce is predominately male (91%), non BAME (80%), middle aged or above (68%) who are in operational/front line roles.

A large (824.FTE) mostly operational disparate workforce raises operational and cultural challenges and the leadership team (2 male, 1 female, 1 BAME) are keen to address within the service review.

#### Summary of main issues

A number of changes are proposed to the Environmental Services staffing structure in order to effectively manage and deliver the financial savings and staff reductions (13.2FTE) as noted in the Councils Executive Board Report Sept 2020. It is anticipated the service review will be achieved without putting any one at risk, and will include;

- Consolidating a number of temporary/acting up arrangements within Environmental Services including JNC and NJC posts.
- Reduction and realignment of supervisory and managerial posts to more flexibly meet the changing priorities of the service and provide consistency in grading and working arrangements;

- Deletion of a number of vacant posts;
- Support a significant number of operational staff across the service to exit via the corporate ELI scheme and replace with the equivalent number of FTEs; reconfigured in a way that enables the service to provide a more flexible, diverse and inclusive 'cohort' of operatives and achieve some further savings where possible.

The service review has already achieved annual savings through post reduction by supporting a collective business case of nine (8.8 FTEs) non-operational staff to exit via the corporate Early Leavers Initiative (ELI) offer of 2019/2020, of which four employees have already exited and the remaining five will exit 31/12/20.

A further 4.4 posts will be deleted as a result of the changes set out in the report, resulting in a total reduction of 13.2 FTEs across a range of non-operational posts. Savings will be realised.

A proportion of the savings will be set aside to enable approximately 40 operational staff to exit via the corporate Early Leavers Initiative (ELI) offer of 2019/2020.

## 2. Consideration of equality, diversity, cohesion and integration checklist

Questions	Yes	No
Have you already considered equality and diversity within your current and future planning?	X	
Where you have made consideration does this relate to the range of equality characteristics	X	
Have you considered positive and negative impacts for different equality characteristics	X	
Have you considered any potential barriers for different groups	X	
Have you used equality information and consultation where appropriate to develop your proposals	X	
Is there a clear plan of how equality areas identified for improvement will be addressed	X	

If you've answered **no** to the questions above, there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4**.

If you've answered **yes** to the questions above and believe you've already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3**.

## 3. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate that you've considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment. Please provide specific details for all three areas below (use the prompts for guidance).

### How have you considered equality, diversity, cohesion and integration?

(think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

#### Equality information and those affected

Taken place - Equality data for the service as a whole has been compared to data for employees who will be affected by the various changes i.e. equality data for those who reaffirmed their interest in ELI has been compared to the all employee service data to understand the impact. And equality

data for employees who will be affected by a change in grade or enhancement has been compared to all employee data. See key findings for further info.

### Consultation and Engagement

The service leadership team recognise over the past few months the organisation has pledged a new commitment to improving the experiences of the BAME workforce through delivery of the key priorities in the BAME/CLT Action Plan and are keen to trailblaze the actions in the service. This review provides an opportunity to readdress some of the imbalances highlighted in the plan particularly in relation to new recruitment.

The staff networks and in particular BAME network is playing an instrumental part in bringing about change and recently the network conducted a survey for all BAME staff in the Council and close to 900 people responded. The results and feedback from the survey and BAME/CLT action plan will help the shape the service in delivering positive organisation and culture change.

Taken place - Trade Union and some staff colleagues have been consulted throughout the development of the service review and ELI proposals.

Planned - Environmental Services Leadership are committed to delivering more diversity through the service review and the recruitment will be focused on improving diversity and inclusion i.e. targeted advertisement to diverse recruitment panels.

Planned - Engagement with Trade Unions and staff will continue as the service review continues, together with group and individual staff engagement and support for the employees impacted.

### Changes

Taken place - The staffing reductions and deletion of posts have been made **through voluntary measures** – the ELI process. **No staff are put at risk** in any of the proposals in the review.

Taken place - The consolidation of temporary arrangements/posts have been treated fairly and consistently in line with council policies and procedures in relation to equality and diversity.

Planned - Changes to reconfigures posts will be implemented by joint working with all stakeholders including Trade Unions.

Planned - Recruitment will be planned with the objective of improving the diversity and representation in the workforce and the service intends to incorporate.

### **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another).

- Due regard has been given to equality, diversity and inclusion and there are no negative impacts on any protected characteristics from the implementation of the proposals.
- The service review and ELI business cases achieves staffing reductions and changes through voluntary measures. This has avoided compulsory redundancies and placing staff at risk.
- The current workforce profile is higher and disproportionate in some characteristics compared to the councils overall workforce, however this is historic and legacy based due to the type of the role(s), long service patterns of existing staff and service provision. The ONS employment by occupations data reports the outdoor labour workforce is more male than female.
- The service has endeavoured to understand the bigger picture while conducting the review. This has included engaging with the work of the staff networks at a corporate level, considering the results of staff surveys and recognising the impact of change on the workforce. Tools such as the new Supporting Futures toolkit will support consultation and

engagement with staff in the service.

- It is recognised that the configuration/recruitment exercise undertaken following the ELI leavers will present opportunities to prompt more inclusion and diversity within the service, to have the right staff, with the right skills to support future service models anticipated to meet requirements coming from the national Resources and Waste Strategy. This will be facilitated by; internal recruitment 'grow your own', external-recruiting new starters, considering apprenticeships, improving the diversity of the workforce and making roles more flexible i.e. change in working hrs/patterns.
- A positive impact will be the new shifts patterns may provide opportunities for a more inclusive workforce. i.e. more females may apply if the roles are 9-5 rather than early and late finishes (rota and shift patterns generally constrain applicants with child care or caring responsibilities)

#### Data findings

- The service review has sought to accommodate those who wish to leave the service through the ELI scheme. The data shows, when compared to Environmental Service (ES), those that have reaffirmed their interest have a higher occurrence of disability (10.2% vs 6.6%) and caring responsibilities (12.7% vs 7%) as well as being from the older age ranges (all are above 41 years of age compared to 73.1% of the workforce).
- The DDR highlights a desire to take steps to include shift patterns and hours that may appeal to different demographics and increase diversity. For example the ES workforce is 12% female, compared to 61% across LCC.
- Apprenticeships will offer opportunities for development to existing staff and may attract a more diverse workforce. ES currently has 3 apprentices with a target of 19.
- The service review includes a realignment of grade for Senior Team Leaders in Cleaner Neighbourhoods. They are currently PO2 and the report proposes a change to PO3, in order to bring synergy with Refuse Service and allow the review to create more coterminous areas of working – to improve service outcomes, more efficient working and improved accountability. Equality data for these existing employees has been considered.

#### **Actions**

(think about how you'll promote positive impact and remove or reduce negative impact)

- Staff briefing and consultation for all, incorporate elements of the supporting futures toolkit (specifically supporting employees through change)
- Trade Union consultation and engagement on role reconfiguration.
- Review of BAME/CLT action plan to incorporate elements within recruitment and training.
- Positive recruitment of under representative groups (TBC)

#### **4. If you're **not** already considering the impact on equality, diversity, cohesion and integration you'll need to carry out an impact assessment**

Date to scope and plan your impact assessment:	N/A – see section 3
Date to complete your impact assessment	N/A – see section 3
Lead person for your impact assessment (Include name and job title)	N/A – see section 3

### 5. Governance, ownership and approval

Please state here who approved the actions and outcomes of the screening

Name	Job title	Date
Jason Singh	Head of Service - Environmental Action	05/01/2021
<b>Date screening completed</b>		22/12/2020

### 6. 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 screening 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 screenings 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 screening 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 the equality team	Date sent: <b>to action following consultation period.</b>