

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: Resourcing & Housing	Service area: Digital Information Service (DIS)
Lead person: Bev Fisher	Contact number: 0113 3784447
Date of the equality, diversity, cohesion and integration impact assessment: Started 8/9/20	

2. Members of the assessment team:		
Name	Organisation	Role on assessment team For example, service user, manager of service, specialist
Bev Fisher	Leeds City Council	Manager
Jo Miklo	Leeds City Council	Manager
Mel Moody	Leeds City Council	Unison Steward
Zaheer Ahmed	Leeds City Council	Unison Steward

3. Summary of the organisational change arrangements to be assessed:
Review of DIS Service in relation to a new improved Target Operating Model and the Council budget situation. Seeking to have an operating model in place that will support the council's front lines services and seek to deliver more efficient ways of working through digitalisation and use of technology.

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 checked="" type="checkbox"/>
Flexible deployment	<input checked="" type="checkbox"/>
Early leavers initiative	<input checked="" type="checkbox"/>
Cessation of a service	<input type="checkbox"/>
Downsizing of a service	<input checked="" 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"/>
<p>Please provide detail: Review of DIS organisation to achieve cost reductions and more efficient ways of working Review of DIS organisation and functions to improve ways of working, deliver efficiencies in service delivery and improved outcomes to users of the DIS service (including Council, Health, schools, WYJS, Aspire)</p> <p>Possible procurement of provider of Project Management services, to move away from agency usage to meet short term demands.</p> <p>Possible procurement of provider of Solution Architect services, to move away from agency usage to meet short term demands.</p>	

Potential increased use of existing Y&H Discovery and Development Services framework to create development and delivery capacity.

Continued provision of services to Health and others.

Increase in partnership working with CCG/GPs with shared CDIO role and dedicated City team.

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	<input type="checkbox"/>
More than one service	<input type="checkbox"/>

Please provide detail:
All areas of DIS affected through reporting line changes.
Some areas of DIS affected due to specific changes in roles/numbers of posts within their area. Details of these confirmed following consultation and summarised in Delegated Decision Report.

4b. Do your proposals relate to:
please tick the appropriate box below

Employment considerations only	<input type="checkbox"/>
Employment considerations and impact on service delivery	<input checked="" type="checkbox"/>

Please provide detail:

- All areas of DIS affected through reporting line changes
- Reduction in FTE from 496 (at 1/1/21) to 450
- Deletion of posts through voluntary means
- Deletion of funded vacant posts
- Deletion of fixed term and temporary contracts where work is due to end
- Moving posts through flexible deployment within DIS to cover skills and protect income
- Use of the Council MSR process to make staffing reductions where changes in working model require less posts and savings cannot be achieved through other means
- Creation of a revised structure, new posts and job descriptions in Information Governance function with an overall reduced headcount supported by new ways of working
- Creation of a revised structure, new posts and job descriptions in Application Development and Support function with an overall reduced headcount supported by new ways of working

- Regrade of posts in Application Development and Support to standardise roles and grades
- Regrade of post within Strategy and Solutions
- Making permanent honoraria arrangements within DIS that have been in place for more than 2 years, where appointments were made via a competitive process and where no other post holder is disadvantaged
- Revised core service offer for Application Support reducing workloads

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)

Equality monitoring information

Comprehensive data in relation to the current workforce profile has been extracted from the HR system (SAP) and analysed across the full range of protected characteristics including, age, disability, gender, ethnicity, religion and sexual orientation.

There are more male than female staff represented across the service (370 male and 183 female). This is in line with industry trends.

Analysis of the data shows that 16% of staff are from BAME backgrounds and 7% of staff have registered a disability with the Council.

The proposals in the new structure have the most significant impact on PO2 graded roles. Analysis of the workforce profile data indicates that:

- 44 of the 270 staff in post at grades (SO1/PO4) are from a BAME background.
- 97 of the 270 staff at grades (SO1/PO4) are female.
- Below shows the different age ranges at grades (SO1/PO4)

16-25	26-40	41-54	55-64	65+
17 out of 52 staff	100 out of 147 staff	106 out of 229 staff	43 out of 88 staff	4 out of 6 staff

Following the review of the service we will assess these statistics again and look at any actions that may need to be taken if any particular group is impacted more than another.

Apprentice positions at grade A1/3 (where DIS fund the cost of the post and Apprentice levy covers cost of training) are not being replaced when current post-holders end their apprenticeship. Whilst this has no direct impact on individuals, from an equality perspective not having these posts reduces the opportunity to positively impact our equality profile. It should be noted that the posts are being removed for the 21/22 year due to the need to achieve savings and the resource overhead required from other staff to support apprentices. The opportunity to create apprentice positions in future years will be re-assessed.

Previous staff survey results + Covid Pulse surveys for DIS staff views – consider different groups and how they are affected by longer term change to workstyles/working patterns/location.

Covid Pulse survey for views of Council working arrangements in relation to DIS service provision indicate most staff would prefer to continue working remotely for some of their working pattern. This will be sustainable under the new model for all posts that are currently working remotely – there are only a small number of posts where this is not currently possible.

Reports

TOM report including recommendations around Agile approaches

Outputs of Airelogic review of ADT&S

Outputs of BJSS review of IG

BJSS report on squad working

BIO review of Project and Portfolio.

Gartner research.

All of the above have been referenced in design of the new model.

Are there any gaps in equality and diversity information

Please provide detail:

Potential gaps in disability, carers, BAME and Sexuality declarations data.

Action required:

In individual discussions ask staff if there is further information they would want considering that isn't captured in SAP in relation to equality.

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

Yes

No

Please provide detail:

Whole staff service information sharing through roadshows/sharing of information

Weekly communications to staff.

Individual proposals discussed with staff groups who are directly impacted through team meetings and briefings in Dec 2020.

SharePoint forum created to capture questions and responses (and mechanism to do this anonymously via SLT leads/TU reps)

In terms of service delivery – engagement with Disabled Staff Network to assess impact of any changes made.

Link in with HR & Asset Management about the facilities required for staff to perform their

roles (training, buildings etc.) This is being done through the new Workspaces programme and specifically in relation to the closure of St George House where details of requirements from a new work location have been captured.

Link in with wider Council to assess impact on DIS workforce of other service changes which may require more or less DIS support going forward.

Action required:

Ongoing engagement with staff around changes/impact to roles

- Weekly communications
- FAQ
- DIS Service area specific discussions covering proposals in that area

DSN

- Consult and review of proposals relating to support provided by DIS to staff using Assistive solutions and accessibility needs e.g. Drop in clinic facilities

HR/Asset

- Discussion with HR relating to any training needs arising
- Discussion with Asset relating to building/facilities requirements to deliver our services

Council Directorates

- Review of other Council service proposals to assess impact on DIS support levels/staffing requirements

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 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 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:

Older workforce potentially more impacted in that likely higher numbers of voluntary leavers who are eligible for early retirement packages.

Removal of apprentice A1/3 posts - not having these posts reduces the opportunity to positively impact our equality profile. The opportunity to create apprentice positions in future years will be re-assessed.

Disabled staff who use DIS services could be impacted by any changes in our service provision e.g. changes to the drop in service location or change to the Assistive Technology services.

All other protected characteristics may be impacted however, until we reach the stage of achieving reductions through compulsory means we cannot assess the specifics. This will be an ongoing exercise.

Stakeholders

- | | | | | | |
|-------------------------------------|----------------------|-------------------------------------|-----------|-------------------------------------|--------------|
| <input 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 checked="" type="checkbox"/> | Supplier |
| <input type="checkbox"/> | Other please specify | | | | |

Potential barriers

- | | | | |
|-------------------------------------|--|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> | Built environment | <input checked="" type="checkbox"/> | Location of premises and services |
| <input type="checkbox"/> | Information and communication | <input type="checkbox"/> | Customer care |
| <input checked="" type="checkbox"/> | Timing | <input type="checkbox"/> | Stereotypes and assumptions |
| <input checked="" type="checkbox"/> | Cost | <input checked="" type="checkbox"/> | Consultation and involvement |
| <input checked="" type="checkbox"/> | Specific barriers to the organisational change proposals | | |

Please specify

Location of Premises/Services – provision of suitable data centre, office and collaboration spaces will need to be identified following closure of St George House – in meantime staff will continue to work remotely in line with COVID guidance,

Timing - Savings from proposals are from 1/4/21 however the implementation of these changes will not be completed by that point. Budget pressure in year will need to be managed.

Employment and Training – Potential costs to train remaining staff in new skills general management leadership or in technical skills (majority of this will be funded from Capital)

<p>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</p>
<p>8a. Positive impact:</p>
<p>Opportunity for staff development/career progression</p> <p>Different ways of working - reducing the work that we undertake to focus on essential requirements only within Application Support (the new core offer). Changing the way work is undertaken within Information Governance to work in a more streamlined and less resource intensive way supported by new tools (Kolumbo)</p> <p>Directorate Roadmap's will allow for a clear view of key priorities for the directorates/services and the council overall and resource will be allocated based on capacity not demand.</p> <p>Continued opportunity for mixed remote/in-office working patterns supporting carers, those with childcare</p>
<p>Action required: To train and develop staff to take on new and more senior roles. To train and develop staff to have the skills to adapt to changes in technology and new ways of working To assess future in-office workspaces required and ensure that these meet staff needs To review future work patterns and ensure these continue to balance both service and staff needs</p>

<p>8b. Negative impact:</p>
<p>Loss of experienced/knowledgeable staff – short term requirement to move staff to pick up knowledge in key areas of the services and learn new skills</p> <p>No new apprentice posts – reduced opportunity to positively impact equality profile.</p>
<p>Action required:</p>
<p>Develop skills of staff remaining Have sufficient training plans in place for existing staff Ensure a significant handover period covering transfer of all skills and knowledge and that other work demands reduced to allow time for this handover period</p>

<p>9. Will this activity promote strong and positive relationships between the groups or communities identified?</p>
<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>Please provide detail:</p>

Not Applicable
Action required:

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 type="checkbox"/> No
Please provide detail: Not Applicable
Action required:

11. Could this activity be perceived as benefiting one group at the expense of another?
<input type="checkbox"/> Yes <input type="checkbox"/> No
Please provide detail: Not Applicable
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
<p>Regular updates and communication with all staff</p> <ul style="list-style-type: none"> • Weekly communications • FAQ • DIS Service area specific discussions covering proposals in that area 	Ongoing throughout the process	Staff/service satisfaction survey. Feedback from SLT leads, managers and trade union reps	Bev Fisher (Deputy Chief Officer)
Limit impact of change on council's services	Ongoing throughout the process	Feedback from Heads Digital Change and council services. Review at Best Council Design Team. Assess impact any change has on major systems	Bev Fisher (Deputy Chief Officer)
<p>Training and Development of Staff</p> <ul style="list-style-type: none"> • Discussion with HR about Management and Leadership training requirements • Technical training 	Ongoing throughout the process and as change is implemented post April 2021	Ability for DIS to continue to support front lines services, ability to 'keep the lights on'. Ability to support new and changing technology	Bev Fisher (Deputy Chief Officer)
Sufficient handover and skill transfer from staff that are leaving to remaining staff. Reduction in other workload whilst training/handover ongoing.	Ongoing throughout the process and ahead of 31 st March when all staff taking ELI will leave.	Ability for service to transition to new operating model with minimal disruption/impact on front line services	Bev Fisher (Deputy Chief Officer)

Action	Timescale	Measure	Lead person
In individual discussions ask staff if there is further equality information they would want considering that isn't captured in SAP.	Part of individual meetings with staff subject to MSR compulsory redundancy.	Unknown impacts captured and considered as part of selection.	Bev Fisher (Deputy Chief Officer)
<p>Disabled Staff Network</p> <ul style="list-style-type: none"> Consult and review of proposals relating to support provided by DIS to staff using Assistive solutions and accessibility needs e.g. Drop in clinic facilities 	By April 2021	Services maintained or improved to Disabled staff (e.g. new clinic location to be more accessible)	Bev Fisher (Deputy Chief Officer)
<p>Council Directorates</p> <ul style="list-style-type: none"> Review of other Council service proposals to assess impact on DIS support levels/staffing requirements 	Ongoing	Changes required to support service proposals in directorates are captured as part of Digital Roadmaps. Workloads prioritised as part of our Portfolio review process and additional sourced where demand is greater than capacity and priorities cannot be moved.	Bev Fisher (Deputy Chief Officer)
<p>Asset Management</p> <ul style="list-style-type: none"> Define and agree 	April 2021	New office	Bev Fisher (Deputy Chief Officer)

Action	Timescale	Measure	Lead person
building/facilities requirement to support DIS in delivering our services		spaces/collaboration spaces defined and assigned for DIS use.	
To review future work patterns and ensure these continue to balance both service and staff needs	April 2021	Agreed work patterns (and locations) in place which support KPI achievement and which provide staff with options around where and when they work being – measured through outcomes.	Bev Fisher (Deputy Chief Officer)

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
Bev Fisher	Deputy Chief Digital & Information Officer	26 March 2021

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	26/2/21
If relates to a key decision – date sent to corporate governance	2/3/21
Any other decision – date sent to equality team	