

Equality Impact Assessment

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: Resources & Housing	Service area: Intelligence & Policy
Lead person: Simon Foy	Contact number: 07891 271801
Date of the equality, diversity, cohesion and integration impact assessment: March 2021	

2. Members of the assessment team:		
Name	Organisation	Role on assessment team For example, service user, manager of service, specialist
Simon Foy	Resources & Housing	Head of Intelligence & Policy
Coral Main	Resources & Housing	Head of Business Planning and Risk
Anna Walton	Resources & Housing	HR Business Partner

3. Summary of the organisational change arrangements to be assessed:
<p>The implementation of the Executive Board's decision of September 2020 will require a reduction in the size of the Intelligence and Policy Service to provide a net saving of £173k through a combination of a decrease in NJC posts; a comprehensive restructure of the team; and, a review of the breadth and depth of services provided.</p> <p>The JNC leadership of the Service is subject to the parallel JNC review. Strategy and Improvement (of which the Intelligence and Policy Service is a part), is reviewing its overall leadership structure. As part of this, the Head of Business Planning and Risk will leave the Service to take up a new role elsewhere in the organisation. The Head of Policy and Intelligence will take on all line management arrangements and responsibilities.</p>

The Early Leavers' Initiative (ELI) and other voluntary measures have been explored as the primary option in realising savings, understanding that the corporate 'managing staff reductions' process may need to be followed to fully deliver the total savings. Three colleagues were approved to leave on ELI by the end of March 2021. These ELI contribute £100,479 towards the required savings.

The key elements of the future structure and focus of the Intelligence and Policy Service are summarised below and detailed at Section 4:

- The team will be formed around four functional areas.
- Changes in the Service's operation have been underway for some time in terms of greater flexibility and agility across the teams and greater use of technology; the new structure and ways of working will continue this journey.
- In order to facilitate further workforce flexibility and agility generic roles (see Job Descriptions at Appendix 2) will be applied.

Overall the NJC headcount will be reduced by 5 equating to an FTE reduction of 7.14. This will be met in part by deleting 2.8 FTE vacancies and, as noted above, 3 members of staff exiting the organisation under the Early Leavers' Initiative on or by end March 2021.

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"/>

Please provide detail:

All staff employed in the Intelligence and Policy Service were included in the proposals to reduce the size of the service to respond to the financial challenge. The changes will also affect the interaction of the 'customer' of other council services in how they interact with the service in particular optimisation of the use of technology and tailoring of dedicated support.

The key elements of the future structure and focus of the Intelligence and Policy Service are:

- The Service will be formed around four interlinked functional areas: Consultation/Engagement and Policy; Corporate Risk and Performance; Spatial Data and Intelligence; and, Housing Data and Performance;
- Changes in the approach to the Services operation have been underway for some time, specifically: being more flexible and agile in the way we work; drawing on key skills and experience from all teams; a focus on personal development; and, working cross team, cross-council, cross-city on priorities and shared issues.
- The Service has moved towards lighter-touch, more streamlined approaches which increasingly utilise technology and short-cut bureaucracy, particularly in the production of reports to CLT, Executive Board and Scrutiny Boards. The Covid-19 response has hastened these moves and this direction will continue.
- We need to continue to breakdown constrained working horizons, where we focus on a relatively narrow areas. We are not realising the full potential of the wealth of transferable skills we have, nor those more broadly across the organisation. Major benefits can be realised in adopting a less rigid approach.

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:	

The proposed changes will impact on all NJC employees within the Intelligence & Policy Service, with the following workforce implications:

- The proposals mean that current vacant posts (2.8 FTE) will be deleted.
- The posts set out below will be deleted:
 - 1 x PO5 Senior Performance and Improvement Manager
 - 2 x PO3 Programme Management Officer (one of whom has exited the council under the ELI scheme)
 - 1 x PO3 Performance and Improvement Manager
 - 1 x PO2 (Policy and Performance Officer) (exiting the council under the ELI scheme)
- 1 x PO1 Performance and Improvement Officer will be regraded to a PO2 Intelligence and Policy Officer role
- Following consultation and engagement staff will be moved on to revised Intelligence and Policy Service job descriptions.

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:

The service is following the Council's agreed processes in implementing this change and reductions are being managed through a range of agreed policies available including the Managing Staff Reductions Policy, Recruitment and Selection and Flexibility Protocols. It is also important to note that the approach to implement the Service Review formed part of the consultation process with the Trade Unions, to ensure we adopted the most appropriate procedures to implement the change.

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)

In the whole service (JNC and NJC) the equality profile is:

- 46% male and 54% female staff
- 25% are aged 26-40, 42% are aged 41-54 and 33% are over 55.
- 21% are from a BAME background, 75% are non-BAME backgrounds with 4% not declared.

- 25% of staff are disabled and 71% not disabled with 4% not declared.
- 17% of staff are carers, 42% are not carers, 4% prefer not to say and 38% have not declared.
- 63% of staff are heterosexual, 4% LGB and 33% not declared.

Are there any gaps in equality and diversity information

Please provide detail:

An analysis of staff who were at risk of redundancy has been performed. However, as the number of staff at risk is a small number within a small service area, it is less reliable from a statistical perspective and a detailed analysis by grade-band and all characteristics risks identifying individuals.

Action required:

To mitigate and/or reduce the risk of redundancy, suitable alternative employment opportunities, through the use of flexibility protocol will be considered across the Council throughout the process. Staff have been encouraged to enter the redeployment pool at the earliest opportunity where they have been able to see first any roles coming up for recruitment.

Ongoing support has been provided to help staff to pursue potential opportunities and maximise their chances of securing alternative employment e.g. training on interviews and applications, mentoring and coaching support. The council's Wellbeing offer has also been regularly highlighted to all staff across the service.

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

Yes

No

Please provide detail:

Trade union colleagues
Staff in Intelligence & Policy

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
<input 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:
These are based on the equality profile of those within the Intelligence & Policy Service.

Stakeholders

<input type="checkbox"/> Services users	<input checked="" type="checkbox"/> Employees	<input checked="" type="checkbox"/> Trade Unions
<input type="checkbox"/> Partners	<input checked="" type="checkbox"/> Members	<input type="checkbox"/> Suppliers
<input checked="" type="checkbox"/> Other please specify: Other Council Directorates		

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 checked="" type="checkbox"/> Specific barriers to the organisational change proposals	

Please specify
It is possible that during the formal staff consultation period objections may be raised by individuals.

<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>Due to the size of the team it is very difficult to assess the impact of the specific proposals on the staff team without risk of identifying people. However, at all stages we have worked to mitigate any adverse impacts, for example by taking factors such as part-time working, maternity leave and long-term sickness into account in the application of the scoring criteria.</p>
<p>Action required:</p>
<p>Time built into the formal staff consultation period to allow detailed feedback.</p>

<p>8b. Negative impact:</p>
<p>As stated above due to the size of the team it is very difficult to assess the impact of the specific proposals on the staff team without risk of identifying people.</p>
<p>Action required:</p>
<p>Time built into the formal staff consultation period that allows detailed feedback.</p> <p>Consideration of what extra support might be available to people for interview/application skills and career development as appropriate.</p>

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

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

Please provide detail:

Action required:

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
Taking in to account of the current issues/concerns raised by staff around the proposals of the new structure	Throughout the consultation period and until implementation of the new structure	Regular 1-1 meeting; regular feedback to TUs; HELP; and where appropriate undertaking stress risk assessments.	Simon/Coral
Clear and regular communication with staff regarding, the proposals, timescales, process etc.	Throughout the consultation period and until implementation of the new structure	Team meetings, FAQs, emails, ad hoc discussions.	Simon/Coral
Regularly remind staff of support available in terms of counselling etc.	Throughout the consultation period and until implementation of the new structure	Team communications, team meetings, formal communications, ad-hoc discussions.	Simon/Coral

Action	Timescale	Measure	Lead person

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

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

If relates to a key decision –

Any other decision –