

# Leeds Building Services (LBS) structure changes following service review

Date: 18<sup>th</sup> January 2022

Report of: Chief Officer Civic Enterprise Leeds

Report to: Director of Resources

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

## What is this report about?

### Including how it contributes to the city's and council's ambitions

A service review has been undertaken within Leeds Building Services (LBS) and this identified the need for a restructure of the back-office function. This report provides context to the current position and it outlines the reason for the proposals and the approach to transitioning from the current back-office structure to a new proposed structure with the changes designed to support the future delivery model and increase efficiency.

The service delivered by LBS supports the council's ambition for Leeds to be a compassionate and caring city that tackles poverty and reduces inequality, by making sure that our tenants, including some of the most vulnerable people in our city, are able to live in safe, accessible and well-maintained homes.

The services provided by LBS also support the city's economic recovery from COVID-19 and building longer-term economic resilience.

## Recommendations

- a) The Director of Resources is recommended to approve the proposed changes to the LBS staffing structure to deliver the targeted savings and ensure the service can meet demand and operate more efficiently.

## Why is the proposal being put forward?

- 1 In response to the financial challenge facing the Council for 2021/22, a number of service review proposals were put forward for consideration to Executive Board during September to December 2020 (D52594). LBS was one of the services identified for a service review. The process included a review of the service offering along with the Council's capital programme which identified several potential areas for savings with the most effective being a review of the back-office structure. This change is supported by the implementation of a new IT system within LBS which will transform the way the service operates, moving the focus to individual job management and real-time monitoring. Additionally, the South Repairs and Voids service has been insourced and is now delivered by LBS which has increased the scope of the review. All these changes coinciding have provided an opportunity to review roles and responsibilities within LBS and implement a new more efficient and operationally focused operating structure.

## What impact will this proposal have?

### Wards affected:

Have ward members been consulted?

Yes

No

- 2 The proposals within this report will ensure that LBS is fit for purpose and able to meet the current challenges. It will also move the service forward with the transition from generic job descriptions to bespoke roles ensuring the best possible skills match.
- 3 The proposals within this report aim to provide a more effective structure which will provide longer term benefits and service improvement for our customers.
- 4 LBS operates city wide however the changes relate to back-office functions only therefore there will be no direct impact to any specific wards or specific service offering.
- 5 The proposed structure will be implemented in accordance with the Councils Managing Staff Reductions (MSR) policy, regrading of posts, flexible deployment and recruitment policies. All aspects of equality, diversity, cohesion and integration have been considered throughout. A full Equality Impact Assessment Screening document can be found in Appendix 1.
- 6 The proposals within this report will have a significant impact on staffing resources and these are detailed within the 'resource implications' section.
- 7 It is important to note that the back-office staff costs for LBS are within a net managed budget and are recovered through the income generated through the LBS business plan.

## What consultation and engagement has taken place?

- 8 In accordance with the Council's Collective Bargaining framework, full consultation with affected staff and Trade Union colleagues has taken place including formal meetings, staff briefings and 121's.
- 9 The service had a series of informal meetings with Trade Unions prior to the formal consultation commencing outlining some of the thinking behind the review and some of the challenges that would likely be faced during the process.
- 10 Due to the significant change in roles/structure and the move away from generic job descriptions, initial engagement was with the senior members of the team around types and numbers of roles required.
- 11 On the 9th September 2021 the notification of proposed restructure and potential staff reductions letter was sent to Trade Unions with formal consultation commencing thereafter.
- 12 On the 20th September 2021 two staff engagement sessions were held by the Head of Service with all staff affected by the review invited to attend. This involved an overview of the review, the proposed structures and to open the formal consultation process.
- 13 A share-point site was created where the proposed structure, job descriptions and FAQ's document was shared with all staff (this has been added to throughout the process). Additionally, a shared email inbox was created for staff to send their queries.
- 14 Weekly consultation meetings have been held with Trade Unions/management along with separate meetings, emails and calls to discuss specific queries as they have arisen.
- 15 Individual/group staff engagement sessions have been held as and when required to provide more detail around the proposals and to articulate the impact to those individuals/groups.

- 16 The consultation process has been productive and because of feedback from staff and Trade Union colleagues a number of changes have been made, the key items are summarised below:
- a) Agreed to exclude the former Mears staff who were subject to TUPE transfer within the review due to proximity of the transfer.
  - b) Amended the criteria of which staff were included at acting-up grade to 6 months & competitive process.
  - c) Applied flexibility in relation to the acting up timescales.
  - d) Agreed to adopt a top-down approach to filling the structure and any opportunities that arise will be advertised within the service to those staff within scope of the review in the first instance.
  - e) Agreed to include the newly proposed PAT Tester on Craft Workers Terms and Conditions (Red Book) rather than NJC (Green Book).
  - f) Creation of a Security Team Leader role to mitigate potential redundancy situation.
  - g) Agreed to issue vacancies within the service first to maximise potential opportunities for staff in the review.
  - h) Regraded Water Management Team Leader role to reflect decision making and Health and Safety (H&S) responsibility of the role.
  - i) Creation of 3 Major Projects Team leader role to reflect the H&S, financial and technical responsibilities associated with this role.
  - j) Amendments made to various JD's following feedback.
  - k) Works Programmer JD amended and regraded.
  - l) Increased payment associated with undertaking of Electrical Qualifying Supervisor duties to recognise the personal liability.
- 17 Feedback from Trade Union colleagues on the final structure report can be found in appendix 2.

### **What are the resource implications?**

- 18 As part of a realignment on 1st December 2019, LBS was moved into Civic Enterprise Leeds (CEL) under a new Chief Officer and Head of Service. Following the realignment, a review of the LBS business strategy has been undertaken as part of the service review.
- 19 Work has been undertaken throughout 2020-21 to reduce costs and minimise the risk to staff of compulsory redundancies. The reductions so far have been achieved via attrition and by implementing a vacancy freeze. This approach has been supported by the council's voluntary measures programme including the ELI programme and there has been a total reduction of 43 posts. 22 via attrition and 21 via ELI.
- 20 The future strategy for LBS is to increase the volume of works of a repeat nature which offer longevity. This will enable incremental improvements to be realised due to the stability this approach will bring.
- 21 LBS has recently implemented a new IT system 'Connect'. The business case associated with Connect identified increased revenue costs of £87.5k per annum which was to be funded through several activities including £242.5k of staff savings. To date £212.5k has been realised and these efficiencies are accounted for within the savings identified in this report and not additional.
- 22 The review will provide savings of £753,155.
- 23 The staff who have recently transferred in from Mears via TUPE aligned to the South Repair and Voids contract are included within the review for consultation purposes however in consultation with Trade Unions it was agreed not to include them in the review due to the proximity of the transfer.
- 24 The service review includes all 'back-office/NJC' roles however there are a small number of roles currently on NJC grades where there are no proposed changes to the job description/number of existing posts. These roles are specifically Water Management Technician, Senior Water Management Technician and Asbestos Surveyor. For clarity these roles are included in the review and equality information but are excluded from the financial information/analysis and the numbers within.
- 25 The structure charts and calculations included within this report include the JNC structure posts within LBS which include 1 x DIR65% and 1 x DIR45% positions. These positions have been approved previously and are outside the scope of this review but they are shown within to complete the service structure and allow a full financial analysis to be completed.

- 26 The review has also provided the opportunity to create a new role of 'PAT Tester'. These roles are included in the review and specifically referenced within the report as the creation of these roles may provide opportunities if any staff are displaced within the review and help reduce the potential of any compulsory measures. As these are frontline income generating roles the costs do not sit within the back-office budget and are excluded from the savings/costings. More detail is included within the relevant section of the report.
- 27 The proposed LBS structure is designed to meet the requirements of the service, however due to the significant amount of change and uncertainty, a 5% contingency has been included to enable the service to flex to short term demand and respond to any unforeseen issues. This contingency will be reviewed in future years budgets once the service has stabilised. This contingency will fund any short-term arrangements associated with the transition and embedding phase with any further longer-term changes required being subject to a separate decision and supporting report.
- 28 The staffing required within LBS fluctuates depending on level and nature of turnover as there is a direct correlation between turnover and staff requirements. To enable a proper and robust comparison of the staff costs the baseline position at the commencement of the review has been established. The basis used for this comparison throughout the report is staff costs as a % of turnover.
- 29 The cost associated with the recent transfer of staff into the Council has been assumed for a full year and added to the 2020-21 budget position to provide a baseline for the service review commencement. This indicates the 'standstill' position if no action was taken to address.
- 30 This baseline position is £72.5m turnover with staff costs at £7,574,201 (10.45%)
- 31 For the purposes of comparison, the figures used throughout are all calculated at the top scale point for the grade and include on costs (NI, Pension etc).
- 32 Within the following tables the rows highlighted grey are income generating roles and are self-financing therefore they have no impact to the overall staffing budget. They are included to ensure transparency as they are within the review for consultation purposes and to highlight the numbers and movement of roles/grades but do not contribute to the financial costs used within the comparisons.
- 33 The number of positions on the proposed structure is higher than the number of staff currently in post overall, however due to the reductions in numbers of certain posts and changes to existing job descriptions, required skills and grades, this could result in some staff being at risk of compulsory redundancy.
- 34 Many tasks within the service will be done in a different manner with duties/tasks being distributed amongst other (new) roles to increase efficiency. The focus within the proposals is on front line operational programming and supervision and this will see an increase to current levels of staff with some duties from existing roles being distributed differently between these which has led to a reduction elsewhere.
- 35 The commercial team within the service is being strengthened with the introduction of Quantity Surveyor roles and these will undertake commercial management of complex/large projects from inception to completion. This is a new role however this does mean a reduced requirement for stand-alone estimating tasks.
- 36 Eligible staff were encouraged and supported to access the Council's talent pool and seek redeployment opportunities. A number of colleagues have been successful in being offered trial periods. The outcomes are not yet known however if these are successful it may contribute to the mitigation of compulsory redundancies.

37 The table below shows the grades and financial analysis of the existing budgeted, baseline, actual and substantive structures.  
The 'Review Affected Roles' total line is the line from which the summary and analysis is drawn.

Total Cost	Grade	Job Title	2020-21	Baseline	2021-22	Position for review inc		Baseline	Structure	Actual
			Budget	Without	Budget	acting up @ 14/12/21		Without	Budget	Cost
(£)			Posts	Action		(FTE)	H/Count	(£)	(£)	(£)
33,880	C3	Snr Water Man Tech	1.00	1.00	1.00	1.00	1.00	33,880	33,880	33,880
30,574	C1	Water Man Tech	5.00	5.00	5.00	4.00	4.00	152,872	152,872	122,298
40,616	SO2	Asbestos Surveyor	4.00	4.00	4.00	2.00	2.00	162,463	162,463	142,155
33,513	BSA	Single Trade Op - PAT Tester	4.00	4.00	4.00	1.00	1.00	134,051	134,051	33,513
40,616	SO2	Snr Alarm Engineer	1.00	1.00	1.00	1.00	1.00	40,616	40,616	40,616
29,341	BSA	Operative - Stores	4.00	4.00	1.00	2.00	2.00	117,364	29,341	58,682
27,531	Legacy	Commercial Administrator	0.00	1.00	1.00	0.00	0.00	27,531	27,531	24,503
31,735	Legacy	Administrator	0.00	3.00	3.00	0.00	0.00	95,206	95,206	-
41,936	Legacy	Electrical Auditor / QS	0.00	1.00	1.00	1.00	1.00	41,936	41,936	41,936
46,140	Legacy	Supervisor	0.00	6.00	6.00	4.00	4.00	276,838	276,838	184,558
37,948	Legacy	W@H Supervisor	0.00	1.00	1.00	1.00	1.00	37,948	37,948	37,948
30,093	Legacy	Planner	0.00	7.00	7.00	4.86	5.00	210,652	210,652	146,252
57,865	Legacy	Electrical Manager	0.00	1.00	1.00	1.00	1.00	57,865	57,865	57,865
54,589	Legacy	Contract Manager	0.00	1.00	1.00	1.00	1.00	54,589	54,589	54,589
27,016	B3	Business Support Officer	35.22	35.22	33.22	21.99	24.00	951,506	897,474	607,861
30,574	C1	Senior Business Support Officer	5.00	5.00	5.00	4.22	5.00	152,872	152,872	129,024
30,574	C1	Tenant Liaison Officer	2.00	2.00	2.00	0.00	0.00	61,149	61,149	27,517
33,880	C3	Operations Officer	1.00	1.00	1.00	1.00	1.00	33,880	33,880	33,880
40,616	SO2	Planner	14.00	14.00	9.00	9.00	9.00	568,620	365,541	596,239
40,616	SO2	Estimators	5.00	5.00	5.00	5.00	5.00	203,079	203,079	203,079
40,616	SO2	Team Leader	67.50	67.50	61.00	48.00	48.00	2,741,560	2,477,558	2,193,248
45,170	PO2	Quantity Surveyor	0.00	0.00	0.00	0.00	0.00	-	-	45,170
45,170	PO2	Team Manager	21.00	21.00	19.00	8.00	8.00	948,563	858,224	316,188
53,128	PO4	Service Manager	13.00	13.00	12.00	7.50	8.00	690,663	637,535	504,715
53,128	PO4	Senior Project Officer	0.00	0.00	0.00	0.77	1.00	-	-	40,908
59,566	PO6	Senior Service Manager	6.00	6.00	6.00	3.00	3.00	357,395	357,395	238,263
59,566	PO6	Project Manager	0.00	0.00	0.00	1.00	1.00	-	-	59,566
73,753	DIR45	Commercial Operational Manager	0.00	0.00	0.00	1.00	1.00	-	-	73,753
86,244	DIR 52.5	Head of Ops & Comm	2.00	2.00	1.00	0.00	0.00	172,488	86,244	-
107,062	DIR 65	Head of Service	1.00	1.00	1.00	1.00	1.00	107,062	107,062	107,062
		QS Payments						22,289	22,289	22,289
		Vac Factor						- 397,469	- 355,526	-
		TOTALS (Back Office Structure)	176.72	197.72	177.22	126.34	130	7,533,585	6,736,681	5,805,095
		TOTALS (Review Affected Roles)	181.72	202.72	182.22	128.34	132	<b>7,574,201</b>	6,777,297	5,845,710
		TOTALS (Full Operating Structure)	191.72	212.72	192.22	135.34	139	8,057,467	7,260,563	6,177,556

38 The table below shows the proposed structure by grade along with costings.

Total Cost	Grade	Title	Proposed	Proposed Cost
(£)			(FTE)	(£)
33,880	C3	Snr Water Man Tech	1	33,880
30,574	C1	Water Man Tech	5	152,872
40,616	SO2	Asbestos Surveyor	4	162,463
31,579	SCP17	PAT Tester	4	126,315
40,616	SO2	Snr Alarm Engineer	0	-
27,531	Legacy	Commercial Administrator	0	-
41,936	Legacy	Electrical Qualifying Supervisor	1	41,936
46,140	Legacy	Supervisor	4	184,558
37,948	Legacy	W@H Supervisor	1	37,948
30,093	Legacy	Planner	4.86	146,252
57,865	Legacy	Electrical Manager	1	57,865
54,589	Legacy	Contract Manager	1	54,589
29,341	BSA	General Operative	0	-
-	A1	Apprentice QS	1	-
25,548	B1	Stores & Yard Assistant	3	76,645
27,016	B3	Business Support Officer	25	675,402
30,574	C1	Commercial Assistant	3	91,723
30,574	C1	Business Insight Officer	1	30,574
30,574	C1	Customer Care Officer	6	183,447
30,574	C1	Fleet Co-ordinator	1	30,574
37,170	SO1	Works Programmer	13	483,205
37,170	SO1	Stores & Yard Team Leader	1	37,170
37,170	SO1	Business Support Team Leader	2	74,339
37,170	SO1	Service Improvement Officer	1	37,170
40,616	SO2	Estimator	2	81,231
40,616	SO2	Procurement & Contract Support Officer	1	40,616
40,616	SO2	H&S Officer	2	81,231
40,616	SO2	Gas Compliance Officer	1	40,616
40,616	SO2	Operational Team Leader	31	1,259,087
42,624	PO1	Specialist Team Leader	21	895,107
45,170	PO2	Procurement & Contract Officer	1	45,170
45,170	PO2	Quantity Surveyor	3	135,509
45,170	PO2	Customer Care Manager	1	45,170
45,170	PO2	Team Manager	8	361,357
49,249	PO3	Specialist Team Manager	4	196,995
53,128	PO4	Programme Manager	2	106,256
53,128	PO4	Senior Project Officer	1	53,128
53,128	PO4	Service Manager	8	425,023
59,566	PO6	Senior Service Manager	5	297,829
73,753	DIR 45	Operational/Commercial Manager	1	73,753
107,062	DIR 65	Head of Service	1	107,062
		QS Payments		12,000
		Contingency		342,862
		Procurement Budget Contribution		90,340
		<b>TOTALS (Back Office Structure)</b>	<b>162.86</b>	<b>6,933,739</b>
		<b>TOTALS (Review Affected Roles)</b>	<b>166.86</b>	<b>6,933,739</b>
		<b>TOTALS (Full Operating Structure)</b>	<b>176.86</b>	<b>7,282,954</b>

39 The table below shows the key information for the review along with the staffing variance in numbers including the financial analysis.

		Baseline		2021-22 Budget		Substantive Posts		Proposed		Substantive to Proposed Variance	Baseline to Proposed Variance
		(FTE)	(£)	(FTE)	(£)	(FTE)	Headcount	(FTE)	(£)	(FTE)	(£)
31,579	BSA - PAT Tester	4	126,315	4	126,315	1	1	4	126,315	3.00	-
29,341	BSA - Stores	4	117,364	1	29,341	2	2	0	-	-2.00	- 117,364
27,531	Legacy - Commercial Admin	1	27,531	1	27,531	0	0	0	-	0.00	- 27,531
31,735	Legacy - Admin	3	95,206	3	95,206	0	0	0	-	0.00	- 95,206
41,936	Legacy - Electrical QS	1	41,936	1	41,936	1	1	1	41,936	0.00	-
46,140	Legacy - Supervisor	6	276,838	6	276,838	4	4	4	184,558	0.00	- 92,279
37,948	Legacy - W@H Supervisor	1	37,948	1	37,948	1	1	1	37,948	0.00	-
30,093	Legacy - Planner	7	210,652	7	210,652	4.86	5	5	146,252	0.00	- 64,399
57,865	Legacy - Electrical Manager	1	57,865	1	57,865	1	1	1	57,865	0.00	-
54,589	Legacy - Contract Manager	1	54,589	1	54,589	1	1	1	54,589	0.00	-
-	A1	0	-	0	-	0	0	1	-	1.00	-
25,548	B1	0	-	0	-	0	0	3	76,645	3.00	76,645
27,016	B3	35.22	951,506	33.22	897,474	21.99	24	25	675,402	3.01	- 276,104
30,574	C1	7	214,019	7	214,019	4.22	5	11	336,315	6.78	122,296
33,880	C3	1	33,880	1	33,880	1.00	1	0	-	-1.00	- 33,880
37,170	SO1	0	-	0	-	0	0	17	631,883	17.00	631,883
40,616	SO2 (inc Snr Alarm Eng)	87.5	3,553,874	76	3,086,793	63	63	37	1,502,781	-26.00	- 2,051,093
42,624	PO1	0	-	0	-	0	0	21	895,107	21.00	895,107
45,170	PO2	21	948,563	19	858,224	8.00	8	13	587,206	5.00	- 361,357
49,249	PO3	0	-	0	-	0	0	4	196,995	4.00	196,995
53,128	PO4	13	690,663	12	637,535	8.27	9	11	584,407	2.73	- 106,256
59,566	PO6	6	357,395	6	357,395	4.00	4	5	297,829	1.00	- 59,566
73,753	DIR 45	0	-	0	-	1.00	1	1	73,753	0.00	73,753
86,244	DIR 52.5	2	172,488	1	86,244	0	0	0	-	0.00	- 172,488
107,062	DIR 65	1	107,062	1	107,062	1.00	1	1	107,062	0.00	-
	QS Payments		22,289		22,289				12,000		- 10,289
	Vacancy Factor		- 397,469		- 355,526						397,469
	Contingency		-		-				342,862		342,862
	Procurement Budget Contribution		-		-				90,340		90,340
	<b>TOTALS</b>	<b>198.72</b>	<b>7,574,198</b>	<b>178.22</b>	<b>6,777,294</b>	<b>128.34</b>	<b>132.00</b>	<b>166.86</b>	<b>6,933,735</b>	<b>38.52</b>	<b>- 640,463</b>

- 40 The tables above show that There are currently 139 staff in total however a number of these are identified as unaffected (excluded from table below) as they are either undertaking income generating roles, are out of scope due to the recent TUPE transfer or occupy JNC posts therefore 115 staff are in scope for the review.
- 41 The savings shown in the table above are the baseline to the proposed position. This equates to a 9.9% reduction in staffing costs and reduces the % staff costs to income to 9.56% as summarised in the table below.

	<b>Current Baseline</b>	<b>Proposed Structure</b>
	(£)	(£)
Turnover	72,500,000	72,500,000
Salaries	7,574,201	6,933,739
Staff Budget Transfer	-	- 112,694
Staff variance from current baseline	-	- <b>753,155</b>
% Staff Overheads	10.45%	9.56%
% Staffing Cost Reduction	N/A	<b>-9.9%</b>

- 42 The proposed structure contains some significant changes and to provide transparency the key changes are detailed below for each section/role.
- 43 The existing and proposed structure charts can be found in Appendix 3 and 4.

### **Responsive Repairs and Voids (RR&V):**

- 44 The insourcing of the South Repairs and Voids has increased the scale of the service offering and this along with the implementation of Connect has been considered within the review.
- 45 Connect will bring longer term efficiencies for job management, programming and invoicing processes. It will also provide customers with the means to amend appointments electronically via a customer portal which will significantly reduce the volume of incoming customer calls/enquiries.
- 46 The Repairs & Voids teams have moved to a geographical team structure. The works programmers, team leaders and operatives allocated within the geography form a team responsible for all aspects of work in that area, including operational delivery and financial performance.
- 47 The areas have been developed using property data and historical demand to ensure the areas are broadly comparable. Historical data has been used from various sources and is demand driven therefore fluctuations may occur and this data will be revisited periodically.
- 48 The area-based approach is also being utilised for the LBS contactor procurement which will simplify the work allocation process and reduce contract administration.
- 49 The existing 'Planner' position will be deleted, and a new 'Works Programmer' position will be created which reflects the change in approach and the proposed grade is SO1. This position has no direct line management responsibility but will be responsible for ensuring works are programmed effectively, productivity levels are achieved and that Work in Progress (WIP) and performance targets are met.
- 50 The customer services (call-handling) team is to be disbanded in its current form and replaced with a business support team which will sit within the RR&V management structure. This will be a multi-disciplinary team of Business Support Officer posts responsible for delivering administrative support to the operational teams and triaging and handling calls from customers. The aim is to increase capacity and provide roles which are multi-purpose to increase efficiency, at peak times more staff are available to handle calls but then during times of reduced demand staff can support the administrative function. As the role is within the repairs management structure this will ensure a more customer focussed response. Enquiries will be resolved at the first point of contact wherever possible to provide the best customer experience however more complex calls will be forwarded to the relevant area team or Customer Care Officers for attention. These posts will report into a newly created post of Business Support Team Leader which will be graded SO1.
- 51 This business support team leader will report directly into a newly created post of Customer Care Manager (PO2). This role will be responsible for the customer care staff across LBS. They will also be responsible for ensuring LBS

is a customer focussed service and work with customers and commissioning services to improve customer satisfaction and promote LBS.

- 52 The creation of 2 x Customer Care Officer posts at C1 grade will provide capacity to better handle customer complaints, provide support to residents where required and reduce demands on team leaders although they will support the resolution of complaints.
- 53 1 x PO2 Void Team Manager position will provide support to the Void Service Manager and will support with the general management of the void works programmers and team leaders. This position will also provide a career path for operational staff into management.
- 54 1 x PO2 Repairs Team Manager position will provide support to the Repairs Service Manager and will support with the general management of the Repairs works programmers and team leaders which will be split into two teams. This position will also provide a career path for operational staff into management.
- 55 2 x PO1 Electrical Team Leader posts will provide technical support for the teams ensuring certificates are compliant and receive appropriate sign off. They will be matrix managed by the Electrical Managers within M&E/Planned. Repair & Void Specialist Craft Operatives will be matrix managed by the Electrical Team leaders who will be responsible for technical compliance and standards. These posts will cover work across Housing (including planned works & adapts).

### **Mechanical & Electrical (M&E):**

- 56 The current structure within Electrical includes a vast array of different activities which increases the management complexity and the section also currently delivers large electrical 'Planned Works' schemes such as communal rewires. This work is more aligned to Planned Works and requires more management relating to estimating, design sign-off and technical on site monitoring therefore the proposal is to move the 'Planned Electrical' work into the Planned Works section along with the creation of an additional electrical service manager and team manager post. This approach will provide both sections with increased management capacity to improve performance and compliance. More detail is included within the Planned Works section of the report but is shown here to highlight the change in numbers.
- 57 The M&E service is heavily regulated and subject to regular audit regimes and deemed specialist. This comes with increased risk and responsibility for those staff managing this work area. The specialist trade operatives of Gas Engineers, Electricians and Lift Engineers carry out high-risk activities and this attracts a higher rate of pay than the other trades. As a result of this the current increase in rate of pay for staff progressing into line management roles is minimal. This limits interest in career development and makes it more difficult to recruit into these roles. To account for the increased legislative requirements, risk management and provide a 'gap' between operatives and line management in these sections some changes are proposed.
- 58 The existing gas, electrical and lifts team leader posts (under the existing generic JD) are currently graded at SO2 and those staff carrying out electrical qualifying supervisor duties receive a payment equivalent to SO2 plus 3 spine points. The QS payment equates to £2,476 at current rates of pay however not all supervisors undertake this duty, those staff that do not undertake QS duties receive the basic SO2 rate of pay.
- 59 The proposal is to create new team leader posts within the gas and lift section graded at PO1 and this would apply to 6 posts within the proposed structure which would be an increase in the rate of pay to those roles.
- 60 The non-specialist trades within this section would remain at SO2.
- 61 The proposal for electrical is different due to the accountability for the qualifying supervisor duties. Consistent with other specialist trades the proposal is to regrade electrical team leaders to PO1 but include a QS payment of £1750 per annum for those undertaking these duties. This will require a formal local agreement to be written.
- 62 This approach for electrical would raise the minimum payment for electrical team leaders and would increase flexibility of staff and reduce the reliance on the QS payments as this is not guaranteed and is dependent on the work being delivered.
- 63 The proposal is to create Team Manager posts graded at PO3 within the mechanical, electrical and lift sections.
- 64 The electrical team manager (PO3) and electrical service manager (PO4) posts would incorporate the QS duties within their normal role and would undertake this task as and when required and the grade proposed reflects this.

65 The table below provides a comparison between the current and proposed structures for the Lifts, Gas and Electrical teams.

	Current		Proposal		Variance
	(£)	Grade	(£)	Grade	(£)
<b>Electrical Team</b>					
Team Leader	32,234	SO2	33,782	PO1	1,548
Qualifying Supervisor	34,728	SO2 +3 Inc	35,532	PO1	804
Team Manager	38,890	PO2 +3 inc	38,890	PO3	-
Service Manager	41,881	PO4	41,881	PO4	-
<b>Gas &amp; Lifts Team</b>					
Team Leader	32,234	SO2	33,782	PO1	1,548
Team Manager	35,745	PO2	38,890	PO3	3,145
Service Manager	41,881	PO4	41,881	PO4	-

- 66 The proposed structure includes the creation of 1 x Gas Compliance Officer post graded at SO2. There is also a requirement to undertake this function within the electrical section and this role is aligned to a member of staff who recently transferred in and will undertake this duty on their existing T&C's. The function of these roles is to carry out Work in Progress and Post Completion inspections of gas and electrical work to ensure the highest of standards are achieved. Within the relevant legislation there is a requirement to ensure technical operatives are 'competent' and that work is delivered to the required standard. This is audited by Gas Safe and NICEIC on a periodic basis and is an area identified for improvement through previous inspections. The inspections are designed to monitor performance and raise technical standards and document any non-conformances along with the appropriate corrective actions (e.g. on-site coaching, further training).
- 67 Within the M&E section there is a high volume of activity relating to cyclical compliance works to meet statutory requirements which are repeat in nature but require programming effectively to ensure efficient delivery. To ensure performance is achieved in this area the proposal includes the creation of 1 x PO4 Cyclical Programme Manager who will be responsible for liaising with commissioning services to gather requirements and oversee the programming and delivery of these works. The operatives delivering the work will report into the operational team leaders however this role will have over-arching responsibility for delivery for all cyclical compliance related activities.
- 68 An existing SO2 position of Senior Alarm Engineer will be deleted. Much of this role is income generating and aligned to the operative roles with the remaining 'supervisory' element being incorporated within the proposed Team Leader posts. An existing operative vacancy exists on the structure to accommodate this activity and this could be considered a suitable alternative for the current postholder.
- 69 Currently PAT testing is carried out by a variety of operatives including single trade operatives and fully qualified electricians. This work does not require a formal electrical qualification and can be carried out following a short training scheme. To ensure that LBS can deliver this element of work at competitive rates it is proposed to create 4 positions for new PAT Tester roles with a specific JD. These posts will be added to the LBS Local Agreement and will be graded at Spine Point 17 equivalent on red book T&C's. These posts are outside the scope of this review but included within the report and consultation for approval and it is beneficial to do so at this time as these roles may provide opportunities for staff who could be displaced throughout the service review and would offer opportunities for future progression for staff on lower grades.
- 70 The programming of M&E works will be carried out by the 4 new proposed works programmer roles graded at SO1 within the M&E section. This is in addition to 1 Works Programmer/Planner who transferred in recently via TUPE.
- 71 1 x Customer Care Officer (C1) and 4 x Business Support Officers (B3) are included within the M&E proposal and they will provide support to the operational teams.

## **Planned Works:**

- 72 Much of the Planned Works structure is consistent with what is in place currently however the number of team leaders will be increased to 14 X SO2 positions to ensure successful delivery of the schemes allocated to LBS for 2021-22.
- 73 3 X Major Projects Team leader positions will also be created and graded at PO1 and reflects the size, value and complexity of these schemes. Some of these schemes are in excess of £1m in value and require a specific skill set.
- 74 The proposal includes the move of the Electrical Planned Works from the existing M&E team across to the Planned Section which will provide consistency of delivery across planned and major works. To support this additional electrical management resource is proposed to include a Service Manager (PO4) and Team Manager (PO3).
- 75 The Planned electrical works team will also include 4 X PO1 team leader positions.
- 76 Similar to the proposed structure within M&E a new Planned Works Programme Manager post will be created graded at PO4. This role will manage the support team within the planned section but the main functions of the role are to ensure that resources are planned and programmed effectively and to provide financial analysis and forecasting to the operational teams and clients to assist with budget management and financial control. They will also ensure that recharges/invoicing/valuations are carried out regularly and in accordance with site progress/reports.
- 77 To support the operational delivery the proposal includes 3 x Customer Care Officers at C1, 3 x works programmers at SO1 and 3 x Business Support Officers at B3 within the section.

## **Commercial & Projects:**

- 78 As part of the future strategy for LBS and as a result of the wider property management review the future pipeline will be co-ordinated through a reduced number of sources and this provides the opportunity to realise some efficiencies relating to the current methods of receiving, estimating and planning ad-hoc works.
- 79 The Commercial team is to include 3 new PO2 Quantity Surveyor (QS) posts who will be responsible for providing pricing, assisting with commercial aspects of procurement, managing commercial performance of contractors, providing final accounts and managing, monitoring and reporting on commercial performance of the business.
- 80 The QS's will be supported by 3 new C1 Commercial Assistant posts. This post will provide support to the QS's and the wider business with all commercial activity such as invoicing more complex schemes and reconciling accounts, handling invoice queries and liaising with contractors/clients.
- 81 The commercial team will also lead on all LBS procurement activity with support provided by PACS on the larger more complex procurements. The PO2 Procurement & Contracts Officer and SO2 Procurement & Contract Support Officer procurement positions proposed will be responsible for ensuring the LBS procurement strategy is adhered to and ensure that required services/supplies are procured in line within the council and procurement guidelines. They will liaise and work closely with colleagues in PACS to ensure consistency and will be a point of contact on the larger LBS procurements.
- 82 The proposal also includes the creation of a new A1 Apprentice QS position which will enable us to provide a route into employment for professional services and provide the ability to develop our own staff in this area. The existing staffing budget includes funding for a number of apprentice positions which has to date being exclusively trade apprentices however this will be used to fund this post therefore this post is shown at nil cost in the analysis.
- 83 1 x PO4 Senior Projects Officer will be responsible for applying project management disciplines to any identified service projects across CEL.
- 84 1 x SO1 Service Improvement Officer will be responsible for working with teams to provide performance reporting across all services offered by LBS. They will lead on identifying improvements and work with teams to drive required changes to achieve positive outcomes.
- 85 The Service Improvement Officer will be supported by a C1 Business Insight Officer who will gather all performance data and analyse data to identify trends and provide information that can be used by all teams e.g. procurement, operational, commercial etc.

## H&S, Asbestos & Business Support:

- 86 The staff who have been carrying out stores/yard duties were previously general operatives and on the operative pay scale. This role is a back office (overhead) function and the current JD does not reflect the current duties/roles undertaken therefore it is proposed that 3 new stores/yard assistant positions be created and graded at B1.
- 87 The LBS fleet will be controlled by a new fleet co-ordinator post (C3) and this post will report into a new stores & fleet team manager post (PO2).
- 88 The H&S and Asbestos functions are to be aligned as they are closely linked and will assist in the pre-construction phase of works.
- 89 The team structures within H&S and Asbestos vary slightly from the existing and is shown on the structure charts. The asbestos team will consist of a PO2 Team Manager who will have Asbestos Surveyors as direct reports along with 1 x Team Leader (SO2). Support to the team will be provided by 1 x Works Programmer graded at SO1 and 2 x Business Support Officers (B3). The business support will also assist across the service where required.
- 90 The existing business hub approach is ineffective for some elements and has removed responsibility and accountability from line managers which is to be addressed by the proposed structure. The core people management functions e.g. managing attendance & absence and holidays will in the future be managed in each section by relevant line managers.
- 91 The Business Support Officers allocated to the support section will instead be responsible for management and recording of activity which is business wide e.g. training, invoices, plant, audit, welfare and equipment registers etc.
- 92 Further work is planned to reduce the administrative burden associated with the management of the existing lone worker process, but this will be undertaken at a later date.
- 93 There are no proposed changes to the existing Business Support Officer JD and these roles will also provide administrative support to the other teams within Projects, Commercial, H&S and Asbestos.

## Summary of potentially at-risk staff:

- 94 The table below shows the number of staff who have been identified at this stage as being 'potentially at risk' and therefore have been entered into the talent pool at pre-notice. It is important to note however that several alternative roles are available for these individuals which will be subject to selection criteria and/or individual consultation at the appropriate time. Efforts are ongoing to identify mitigation with some staff having secured trials elsewhere within the council already and the 'top down' method of implementation may create additional opportunities for staff within the service.
- 95 Summary table:

Grade	Role	No
PO2	Team Manager	2
SO2	Planner	9
SO2	Estimator	5
SO2	Team Leader	7
SO2	Senior Alarm Engineer	1
C3	Operations Officer	1
C1	Senior Business Support officer	5
<b>Grand Total</b>		<b>30</b>

## **Implementation/Transition:**

- 96 The service has identified a large number of staff within the service where there is a 'comparable' role on the new structure and the proposal is to assimilate staff to these roles.
- 97 Where staff do not assimilate as there is no comparable role or an alternative suitable role is at a lower grade, role preferencing will be undertaken and staff matched to suitable roles wherever possible. If staff members preference the same role then selection criteria will be agreed and applied.
- 98 The service will follow the Managing Staff Reductions (MSR) Policy and will score those staff potentially at risk of redundancy against a range of selection criteria. The criteria to be applied will be discussed with the Trade Unions and will be shared with staff at the commencement of the selection process.
- 99 Those staff who are identified as potentially at risk have been entered into the talent pool at pre-notice to maximise opportunities and mitigate potential redundancies.
- 100 The service proposes to adopt a top-down approach to filling the structure and any opportunities that arise will be advertised within the service to those staff within scope of the review in the first instance.
- 101 There may however be some roles/groups identified earlier in the process that would not be relevant to staff within the review (e.g. due to qualification requirements or numbers of roles) and where these are identified management will consult with TU's on expediting the recruitment to these roles. This will enable the service to increase resources and reduce the pressure on existing staff.
- 102 We will continue to work closely with Trade Union colleagues throughout the implementation phase to avoid the need for staffing reductions wherever possible and will continue to consult with them as appropriate under the Managing Staff Reductions Policy if required.
- 103 Due to the level of change associated with the review and the timescales involved staff may be required to work flexibly and, in some cases, continue within their current role/portfolio until the transition is fully concluded to ensure continued service provision. If all staff took up their new positions on day 1 this could expose the Council to an unacceptable level of risk. Where this is identified discussions will take place with those individuals.
- 104 Staff may also be required to work in different areas of the service than they do currently to ensure that current skills and experience are shared between teams and provide the best platform for training/mentoring.

## **Staff Health and Wellbeing:**

- 105 The Leadership Team are acutely aware that the service review, restructure and business change programme have the propensity to adversely impact upon employees' health and wellbeing and may heighten levels of stress and anxiety for colleagues working within the service. In particular, many colleagues may be concerned about the potential impact of the restructure on themselves and therefore they could be feeling stressed/anxious.
- 106 These changes come at a time when staff have been required to work in a substantially different way for many months contributing to heightened stress for many colleagues, for example, because of the consequences of national/local restrictions, personal circumstances and the requirement for people to work almost exclusively from home.
- 107 Where heightened levels of stress/anxiety have been identified individual/group stress risk assessments have been carried out in order to identify potential support measures and mitigate impact to individuals and this will continue in line with Council Policies & Procedures.
- 108 Staff have received relevant communications at appropriate times and lines of communication have been open throughout. Additionally staff have been signposted to the Wellbeing through Change toolkit on Insite. Also, the Wellbeing through Change briefing sessions have been promoted to staff. Details of the HELP Employee Assistance service have also been shared on all staff communications.
- 109 Regular communication with colleagues is key to supporting people through this challenging period and leaders and managers are using a variety of different channels/forums in order to support colleagues including regular team meetings, 1:1's and informal catch-ups.
- 110 During the meetings held with staff information has been provided in relation to the support available for example the wellbeing through change programmes and wider detail has been shared through staff communications.

## What are the legal implications?

111 The HR related legal matters are addressed by following the Council's policies and procedures.

## What are the key risks and how are they being managed?

- 112 The number of positions on the proposed structure is higher than the number of staff currently in post overall however due to the reductions in numbers of certain posts and changes to existing job descriptions, required skills and grades this could result in some staff being at risk of redundancy.
- 113 To mitigate this risk the service will follow the Managing Staff Reductions (MSR) Policy and staff will be supported whilst these structure changes are made. Regular updates will be shared with staff to update on the changes and staff supported via 121s and team meetings.
- 114 As consultation has progressed the level of staffing change has resulted in a reduction in staffing due to the vacancy freeze, staff being supported to leave via voluntary measures, natural turnover and trials via the talent pool to avoid, reduce and mitigate the need to make compulsory redundancies. Maintaining service delivery is reaching critical point therefore progressing to implementation stage is now key for service continuity.
- 115 As new roles are specific and, in some cases, require specialist qualifications there may be some areas where it proves difficult to recruit. If this risk materialises some of the proposals may need to be reviewed to attract suitable candidates or alternative arrangements may need to be considered.
- 116 Due to the current level of vacancies within the service as a result of the vacancy freeze and ongoing Service review the swift implementation of this structure is required in order to meet the service demands. Failure to do so would increase the risk of the service failing to meet its obligations in relation to some statutory activities and would impact the council's financial position.

## Does this proposal support the council's three Key Pillars?

Inclusive Growth

Health and Wellbeing

Climate Emergency

- 117 This proposal will provide clearer more defined roles for staff with requisite number of positions to successfully meet the service needs. This will provide a better working environment for staff which will have a positive effect on health & wellbeing within the service.
- 118 LBS growth supports the Councils inclusive growth agenda by providing opportunities for local SME's and supply chain which in turn supports the local economy and communities through its activities and procurement.

## Options, timescales and measuring success

### What other options were considered?

- 119 Due to the level of change within LBS and the growth it has experienced there is no alternative option to realise savings of this level.

### How will success be measured?

- 120 Success of this proposal will be measured through monitoring of the staffing budget and the subsequent performance Key Performance Indicators as the proposals are intended to reduce costs and increase performance.

## What is the timetable for implementation?

121	Action(s)	Date
	MSR Letter Issued	9 <sup>th</sup> September 2021
	Trade Union Consultation Meetings weekly commencing	14 <sup>th</sup> September 2021
	Formal staff briefing	20 <sup>th</sup> September 2021
	Deadline for Collective Consultation Feedback on DDR	10 <sup>th</sup> January 2022
	DDR sent for approval	W/C 17 <sup>th</sup> January 2022
	Commence Implementation	W/C 24 <sup>th</sup> January 2022

## Appendices

1. Equality Impact Assessment
2. Trade Union Feedback
3. Existing Structure Charts
4. Proposed Structure Charts

## Background papers

122 None

DRAFT

# Appendix 1:



## 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

<b>Directorate: Resources</b>	<b>Service area: Leeds Building Services</b>
<b>Lead person: Craig Simpson</b>	<b>Contact number: 07712 216856</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment: 14/12/21</b>	

<b>2. Members of the assessment team:</b>		
<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team For example, service user, manager of service, specialist</b>
Craig Simpson	Leeds Building Services	Head of Service
Julie Stephenson	HR	HR Business Partner

<b>3. Summary of the organisational change arrangements to be assessed:</b>
<p>A service review has been undertaken within Leeds Building Services (LBS) and this identified the need for a restructure of the back-office function. This report provides context to the current position and it outlines the reason for the proposals and the approach to transitioning from the current back-office structure to a new proposed structure with the changes designed to support the future delivery model and increase efficiency.</p> <p>The review has considered the future methods of work and the anticipated requirements for LBS in the coming years. The structure proposed is a fully integrated structure designed to meet the needs of the service and deliver the outputs for commissioning services.</p>

The review is primarily relating to back-office functions however when undertaking the review opportunities for improvements were identified in a limited number of areas and they are also included within the review.

The number of positions on the proposed structure is higher than the number of staff currently in post overall, however due to the reductions in numbers of certain posts and changes to existing job descriptions, required skills and grades, this could result in some staff being at risk of compulsory redundancy.

Many tasks within the service will be done in a different manner with duties/tasks being distributed amongst other (new) roles to increase efficiency. The focus within the proposals is on front line operational programming and supervision and this will see an increase to current levels of staff with some duties from existing roles being distributed differently between these which has led to a reduction elsewhere.

#### 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 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 checked="" type="checkbox"/>
<p><b>Please provide detail:</b></p> <p>This review and proposals includes all staff employed in back-office functions within LBS with the exception of the staff who have recently transferred into the Council via TUPE.</p> <p>Post preferencing, recruitment and the MSR policy will be used as appropriate to assimilate to the new structure. The approach to implement the proposed changes will form part of ongoing consultation with the Trade Unions.</p>	

<p><b>4a. Do your proposals relate to:</b> please tick the appropriate box below</p>	
The whole service	<input type="checkbox"/>
A specific part of the service	<input checked="" type="checkbox"/>
More than one service	<input type="checkbox"/>
<p><b>Please provide detail:</b></p> <p>The review and proposals include all staff employed in back-office functions within LBS with the exception of the staff who have recently transferred into the Council via TUPE. It also includes one position on craft T&amp;C's.</p> <p>The proposals consider the future delivery model for LBS internally and how external parties will commission services with LBS.</p>	

<p><b>4b. Do your proposals relate to:</b> please tick the appropriate box below</p>	
Employment considerations only	<input type="checkbox"/>
Employment considerations <b>and</b> impact on service delivery	<input checked="" type="checkbox"/>

**Please provide detail:**

The proposals will deliver savings of £836,788

The future service delivery within LBS increased significantly on the 1<sup>st</sup> July 2021 when the South RR&V was insourced. The future strategy for LBS is to increase the focus on repeat activity which in turn means the structure and roles within need to be aligned to that direction of travel.

The operational model for delivery of the RR&V works has changed to an area-based approach with allocated teams responsible for all works within.

The structure proposed is designed to meet the changing needs of the service with a heavy focus on resources within the operational teams and especially front-line management. This has to be the focus of the business and the teams will be allocated clearly identified responsibilities to ensure service delivery is at the forefront of all priorities and decisions.

The operational support provided to the teams is included within separate teams and this includes all aspects of the business which are cross cutting or are deemed to provide most value sitting separately from the operational teams e.g. H&S and Commercial functions.

The grades are in line with the Councils organisational design principles however there are some clearly identified specialist areas where a small number of posts are aligned differently to take account of the specialisms and certification required e.g. gas and electric.

The changes proposed are summarised below:

		Baseline	2021-22 Budget	Substantive Posts		Proposed	Substantive to Proposed Variance
		(FTE)	(FTE)	(FTE)	Headcount	(FTE)	(FTE)
31,579	BSA - PAT Tester	4	4	1	1	4	3.00
29,341	BSA - Stores	4	1	2	2	0	-2.00
27,531	Legacy - Commercial Admin	1	1	0	0	0	0.00
31,735	Legacy - Admin	3	3	0	0	0	0.00
41,936	Legacy - Electrical QS	1	1	1	1	1	0.00
46,140	Legacy - Supervisor	6	6	4	4	4	0.00
37,948	Legacy - W@H Supervisor	1	1	1	1	1	0.00
30,093	Legacy - Planner	7	7	4.86	5	5	0.00
57,865	Legacy - Electrical Manager	1	1	1	1	1	0.00
54,589	Legacy - Contract Manager	1	1	1	1	1	0.00
-	A1	0	0	0	0	1	1.00
25,548	B1	0	0	0	0	3	3.00
27,016	B3	35.22	33.22	21.99	24	25	3.01
30,574	C1	7	7	4.22	5	11	6.78
33,880	C3	1	1	1.00	1	0	-1.00
37,170	SO1	0	0	0	0	17	17.00
40,616	SO2 (inc Snr Alarm Eng)	87.5	76	63	63	37	-26.00
42,624	PO1	0	0	0	0	21	21.00
45,170	PO2	21	19	8.00	8	13	5.00
49,249	PO3	0	0	0	0	4	4.00
53,128	PO4	13	12	8.27	9	11	2.73
59,566	PO6	6	6	4.00	4	5	1.00
73,753	DIR 45	0	0	1.00	1	1	0.00
86,244	DIR 52.5	2	1	0	0	0	0.00
107,062	DIR 65	1	1	1.00	1	1	0.00
<b>TOTALS</b>		198.72	178.22	128.34	132.00	166.86	<b>38.52</b>

The service will follow the Council's agreed processes in implementing this change and any reductions will be managed through a range of agreed policies available including the Managing Staff Reductions Policy, Recruitment and Selection and Flexibility Protocols.

The approach to implement the proposed changes will form part of the consultation process with the Trade Unions, with a view to reaching agreement amongst all parties, 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)

The proposed structure has been developed with engagement from the existing Senior Service Manager cohort who have discussed various issues with their teams to gain a better understanding of how the service could improve. Much of this was undertaken through the pre-existing LBS Improvement Board and Service Improvement plans.

This feedback however is often anecdotal and quite subjective therefore to assist with the decision-making operational reports have been produced identifying the volume and value of each activity by team and in some instances by postcode sector e.g. voids and repairs.

This data analysis has meant that as far as reasonably practicable we are confident the staff levels within each team is sufficient to meet demand. Having said that there remain some unknowns/risks around this which is why a contingency has been allowed for within the budget proposals.

The service information has been further enhanced since the launch of the service review through ongoing trade union consultation and staff engagement which has resulted in changes being made to the original proposals as detailed within the accompanying DDR.

Successful delivery of the proposed new structure will rely upon significant business change involving standardising and streamlining processes which will include the stabilisation and embedding phase of the Connect project. Upon completion a fully documented suite of processes will be in place for all staff to work to and reference.

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 is a higher percentage of male employees across the service (64% male and 36% female). The percentage of males in LBS is much higher than the council overall (39%) and the percentage of females in LBS is therefore much lower than the council average (61%). In the Principal Officer grades 62% are male and 38% female.

Analysis of the data shows that 7% of staff are from BAME backgrounds (10% unspecified). This is lower than the overall council figure of 14%

3% of staff have registered a disability which is slightly lower than the overall council figure of 6%. (7% of people have not specified)

68% of staff are heterosexual/straight which is slightly higher than the council average of 61% and 38% have not specified (compared to 35% across LCC)

8% of staff have told us they are carers which is slightly lower than the overall LCC figure of 9%

32% of staff are Christian, 0.71% Buddhist, 0.71% Muslim, 1.42% Sikh, 3.55% other and 30.5% state no religion but 30.5% have not declared. Across LCC 69% of people have stated a religion whereas 30% have not)

Currently 4 people out of the staff in scope for this review are on maternity/paternity leave (just less than 3 %). With the current proposals 3 of these staff will not be detrimentally impacted by the proposals for this review. For the remaining person that is impacted early access to the Talent Pool has already been given and support to minimise the impact on this employee will continue.

Data has been analysed for the groups of people who may be impacted by this review e.g. Planners. Of those people in the role of Planner, there is a higher percentage of females (71%). The majority of people in the Planner role are White British (specific figure excluded to protect confidentiality). Support has been put in place for this group of staff and access to the Talent Pool been given. Discussions with staff and Trade Union colleagues continue regarding the draft Job Description.

**Are there any gaps in equality and diversity information  
Please provide detail:**

Disclosure of protected characteristics is not compulsory therefore actions have been based on the data available.

**Action required:**

To mitigate and/or reduce the risk of redundancy posts have been left unfilled throughout 2021 and ELI has been offered to all staff within scope. Individual requests for voluntary measures will continue to be considered as possible options to mitigate potential redundancies.

Creation of 4 new PAT Tester positions at SCP17 which may provide opportunities for staff displaced throughout the review.

Creation of a Security Team Leader role to mitigate potential redundancy situation.

Agreement to issue vacancies within the service first to maximise potential opportunities for staff within the review.

Creation of 3 Major Projects Team leader role to reflect the H&S, financial and technical responsibilities associated with this role.

Works Programmer JD amended and regraded following in depth review.

Flexibility protocol will be considered across CEL and the Council as a whole.

Suitable alternative employment opportunities, through the use of flexibility protocol will be considered across the Council throughout the process. Staff will be encouraged to enter the

redeployment pool at the earliest opportunity where they are able to see first any roles coming up for recruitment.

Ongoing support will be 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 will continue to be regularly highlighted to all staff across the service.

The actions identified above are not exhaustive and the service will continue to explore any further opportunities/ideas to mitigate against redundancies.

**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 Leeds Building Services
- Trade Unions
- Human Resources
- Finance

**Action required:**

As the review progresses extensive consultation will be held with trade unions. Clear and regular communication with staff regarding the proposals, timescales and process as we move into the implementation stage.

**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

**(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 staff within LBS.

### 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 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 checked="" type="checkbox"/> Timing   | <input type="checkbox"/> Stereotypes and assumptions       |
| <input checked="" type="checkbox"/> Cost   | <input type="checkbox"/> Consultation and involvement      |
| <input checked="" type="checkbox"/> Specific barriers to the organisational change proposals |  |

### Please specify

LBS operates as a traded service and has a net managed budget which as a service is often used as a comparison with external private organisations. Cost is therefore a primary factor within LBS as all costs drives up the price which impacts on the budgets of those commissioning LBS, this could in turn impact the communities in which we work.

### 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:

The proposed structure and operating model create a strengthened management structure.

The proposed structure will see a net increase in staff overall which will increase capacity within the service and reduce stress levels for staff within LBS.

The proposed job descriptions are more role specific to recognise the skills and experience of staff and help provide career pathways within the service.

<b>Action required:</b>
Time to be built into the formal staff consultation period that allows detailed feedback as needed.

<b>8b. Negative impact:</b>
<p>The Planners have been identified as a group where there may be a disproportionate impact on female staff, and this includes a member of the team currently on maternity leave. In order to mitigate this, staff have been offered early access to the talent pool and the role has been reviewed and resubmitted to JE which has seen an increase to proposed grade over the initial proposals. This will mitigate the impact to the affected individuals.</p> <p>Representation has been made by Trade Unions in relation to the impact to one individual with a disability via the application of the agreed criteria for dealing with acting-up/temporary arrangements. This representation has been considered and the criteria applied has been deemed fair and equitable. Additional support is being provided to the individual in question throughout the review and will continue following implementation.</p>
<b>Action required:</b>
Continued discussions with Trade Unions.
Early access to the talent pool for staff.

<b>9. Will this activity promote strong and positive relationships between the groups or communities identified?</b>
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Please provide detail:</b>
The structure is designed to promote team working with individual accountability within. It is anticipated that this will engender a positive working culture which is focussed on positive outcomes for customers.
<b>Action required:</b>
None

**10. Does this activity bring groups or communities into increased contact with each other (for example in schools, neighbourhood or the workplace)?**

Yes

No

**Please provide detail:**

**Action required: N/A**

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

Yes

No

**Please provide detail:**

**Action required: N/A**

## 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 into 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.	Head of Service supported by HR.
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, attendance	Senior Management Team
Ensure that staff health and wellbeing is considered and supported throughout the review. Regularly remind staff of support available in terms of counselling etc.	Throughout the consultation period and until implementation of the new structure.	<ul style="list-style-type: none"> <li>• Team communications, team meetings, formal communications, ad-hoc discussions, quality conversations at appraisal and 1-2-1's.</li> <li>• Promotion of Trade Union support.</li> <li>• Sessions focusing on change and mental health will be promoted</li> </ul>	Senior Management Team and HR support

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
<p>To mitigate and/or reduce the risk of redundancy, suitable alternative employment opportunities, through the use of flexibility protocol will be considered across the wider Council.</p>	<p>During the implementation stages.</p>	<ul style="list-style-type: none"> <li>• Support for upskilling or flexible redeployment as part of the change management/mobilisation will need to take into account the needs of all staff who may require this help.</li> <li>• Consideration of what extra support might be available to people for interview/application skills and career development as appropriate.</li> </ul>	<p>Senior Management Team and HR support</p>
<p>The assessment will be regularly reviewed and updated and the impact of change on protected characteristics will be monitored to ensure no disproportionate impact on specific groups.</p>	<p>Throughout all stages of the review.</p>	<ul style="list-style-type: none"> <li>• Time to be built into the formal staff consultation period that allows detailed feedback as needed and a focus on ensuring equal access to all professional development and promotion opportunities.</li> </ul>	<p>Senior Management Team</p>

**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
Craig Simpson	Head of LBS	14/12/21

**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](mailto:equalityteam@leeds.gov.uk). For record keeping purposes it will be kept on file (but not published).

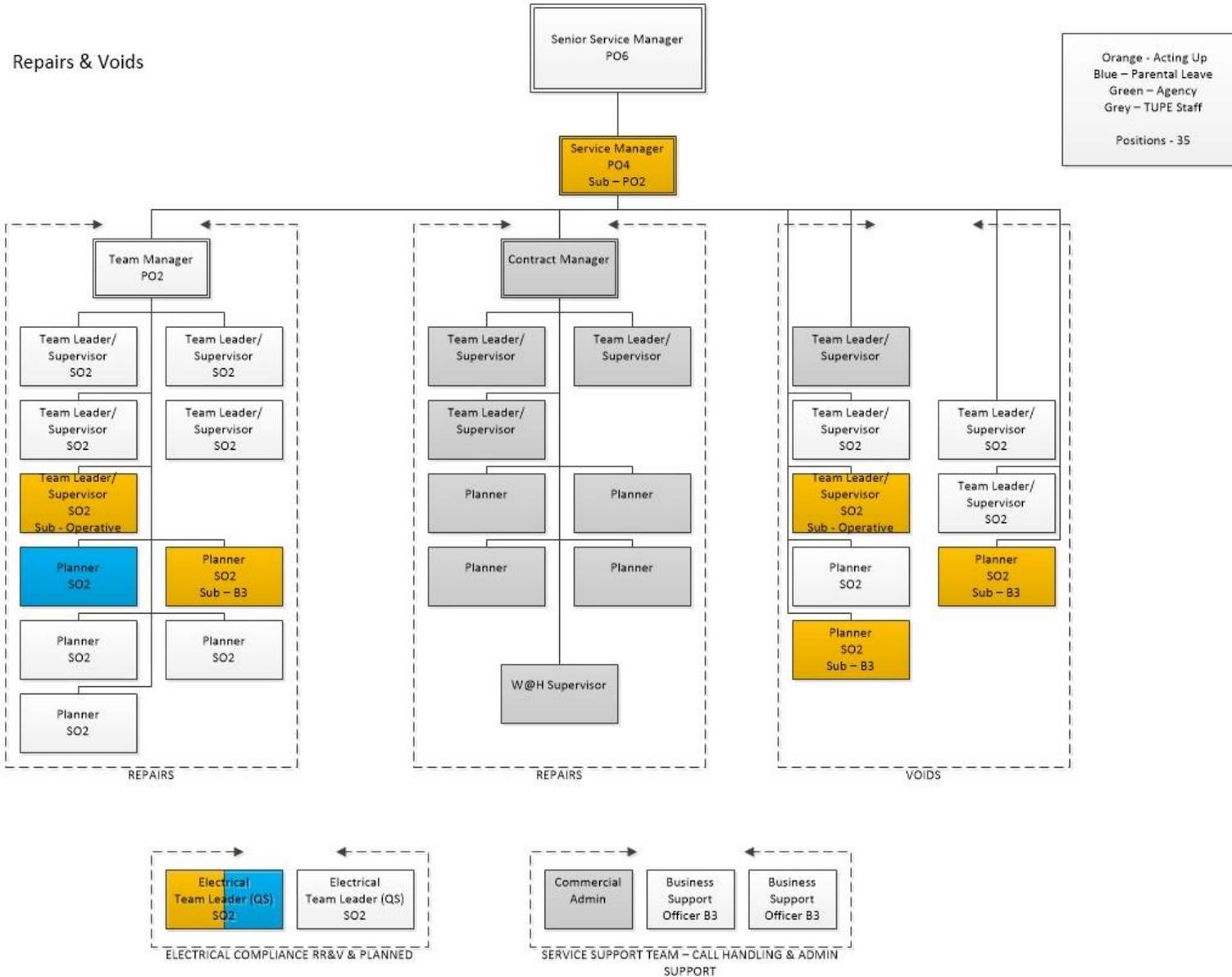
<b>Date impact assessment completed</b>	<b>14/12/21</b>
If relates to a key decision – <b>date sent to corporate governance</b>	
Any other decision – <b>date sent to equality team</b>	

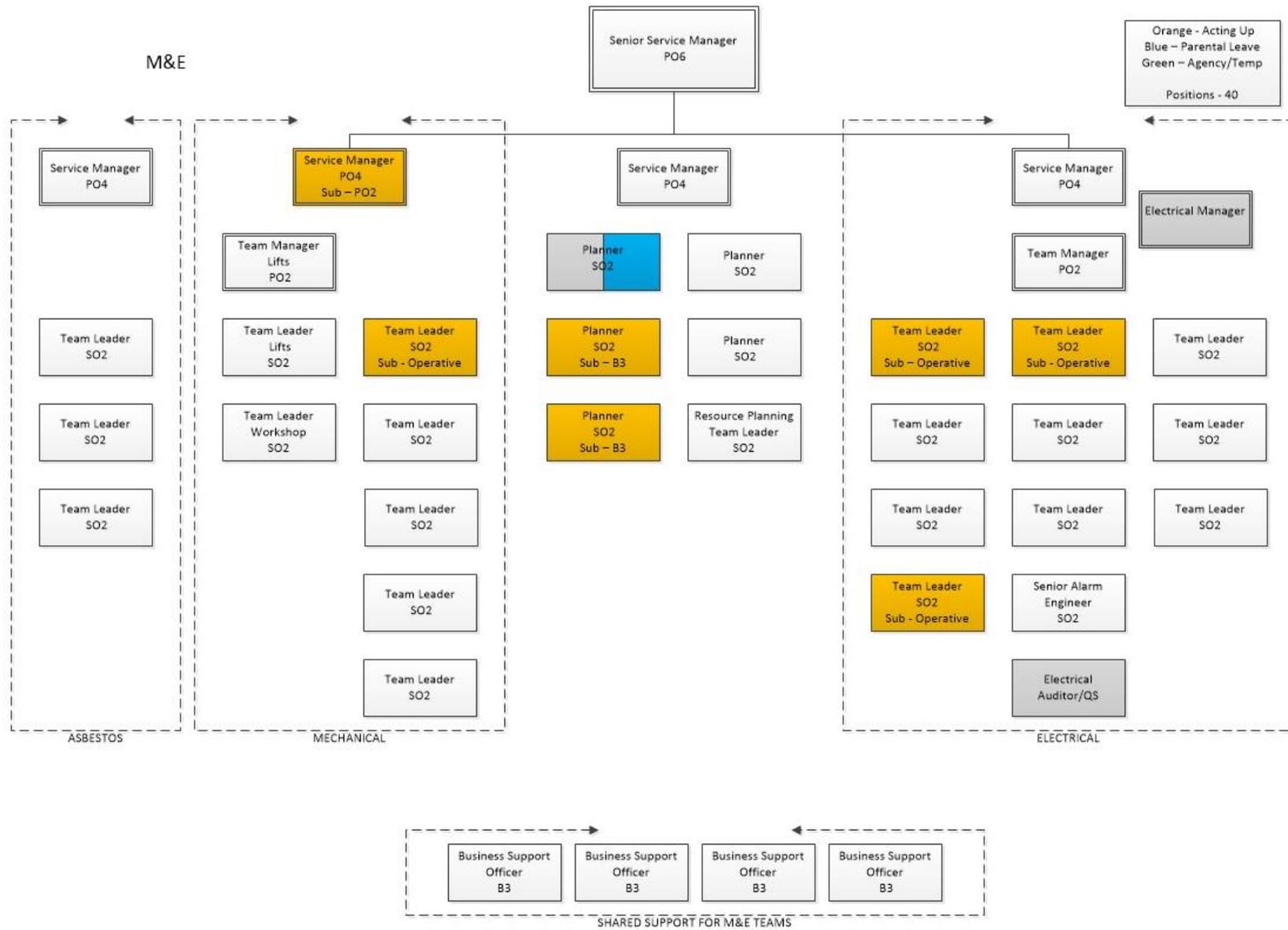
# Appendix 2:

Outlined below is feedback from Trade Union colleagues about the final proposed structure:

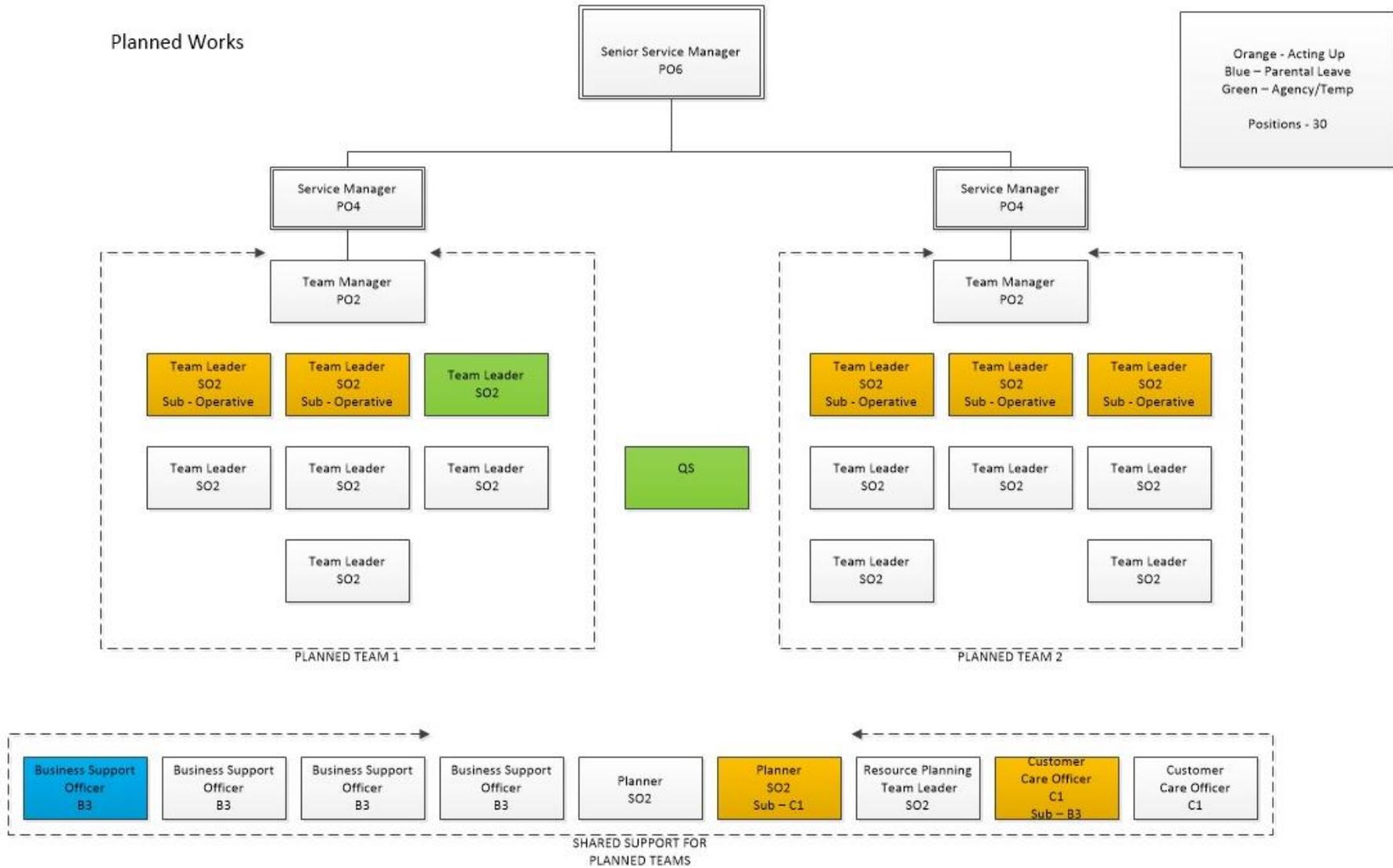
- The TUs do not support the structure as proposed because it puts their members at risk of potential redundancy and/or reductions to their pay'
- The TU's have made representation from staff within the asbestos section that the new staffing structure is insufficient to meet service demands.
- The TU's have made representation about the removal of planning/programming roles from the void team as staff working in the team feel this would not work effectively.
- The TU's have raised concerns about the formal consultation under MSR having started prior to having an agreed structure in place.
- The TU's reserve the right to challenge the contents of the proposal.

# Appendix 3 – Existing Structure Charts (Actuals in post at 8/9/21)



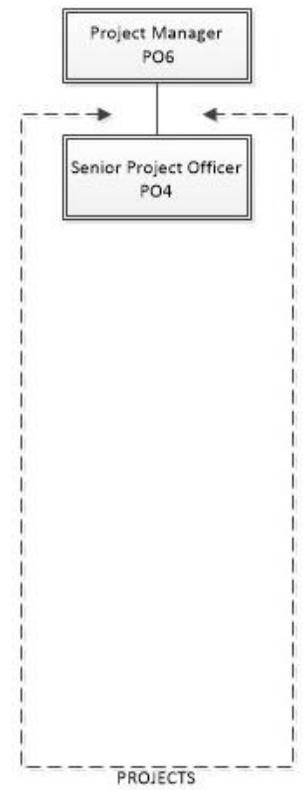
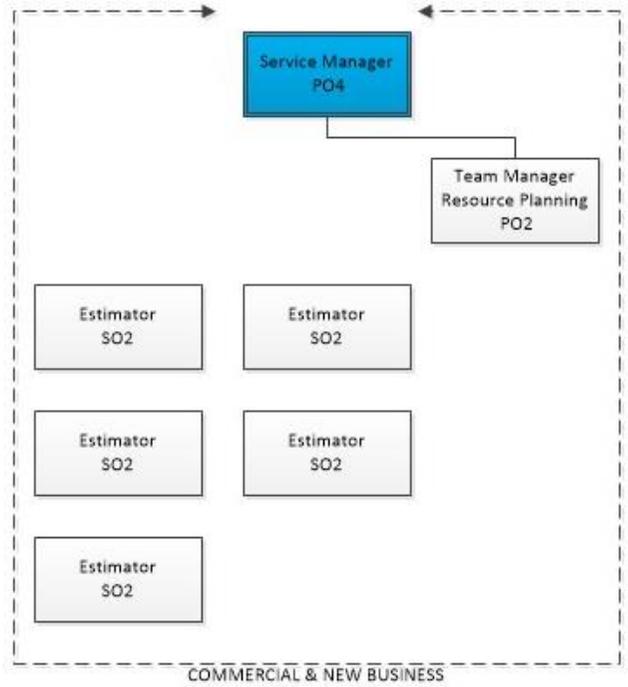
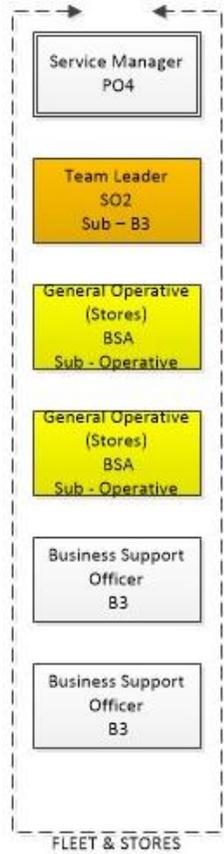
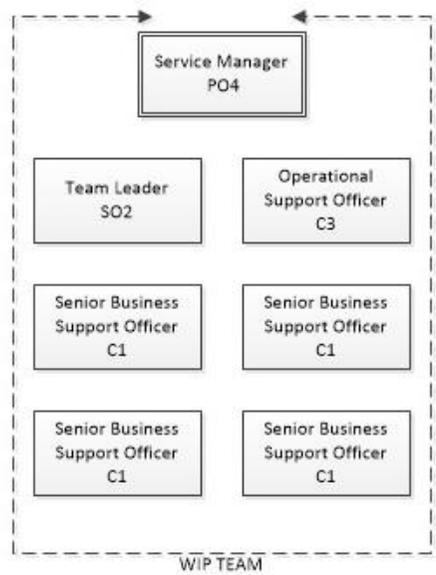


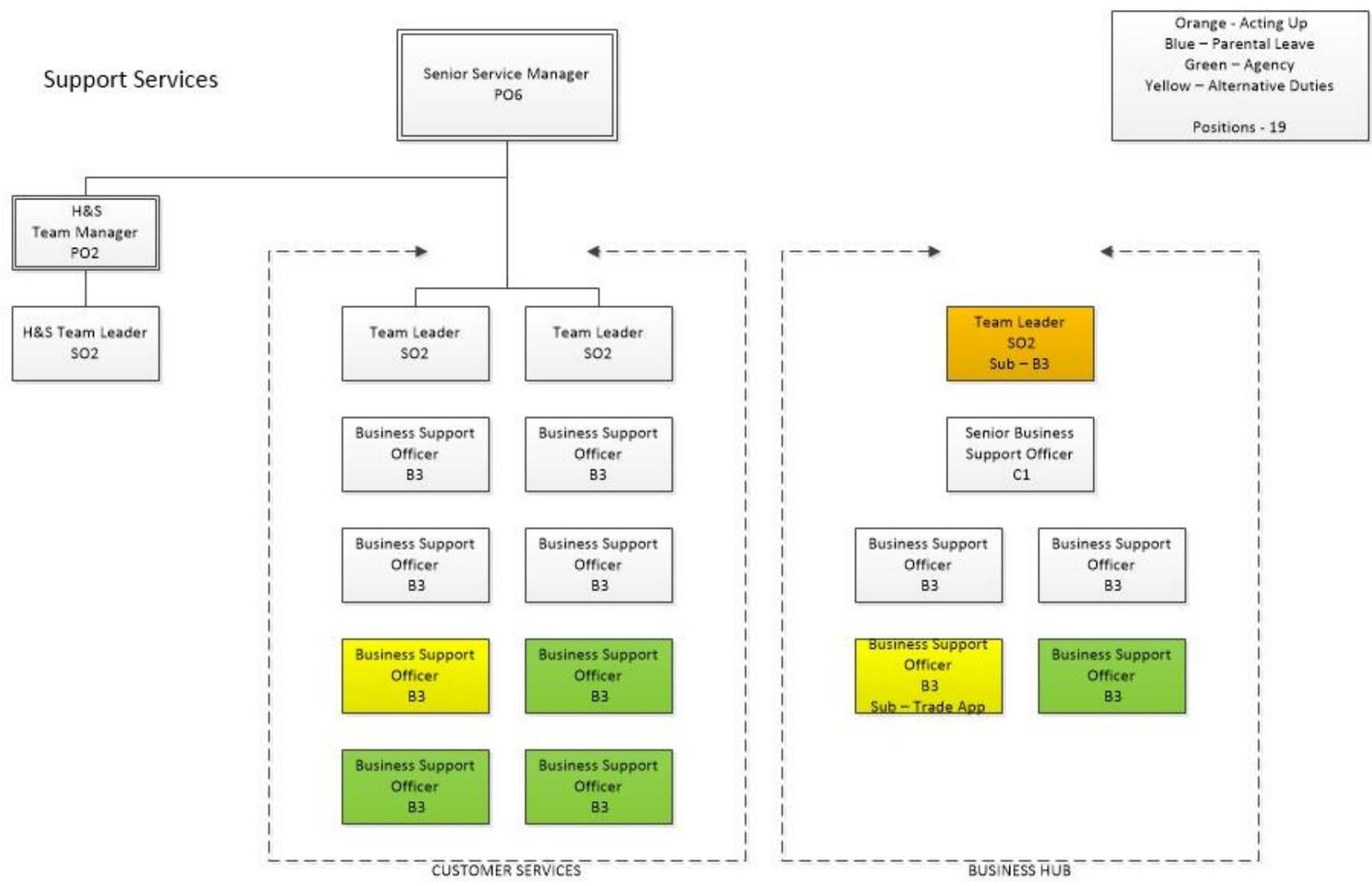
Planned Works



Orange - Acting Up  
 Blue - Parental Leave  
 Green - Agency/Temp  
 Alternative Duties - Yellow  
 Positions - 22

### Commercial & Projects





# Appendix 4 – Proposed Structure Charts:

