

## Appendix C

### Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

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

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

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

<b>Directorate: City Development</b>	<b>Service area: Asset Management &amp; Regeneration</b>
<b>Lead person: Mark Mills</b>	<b>Contact number: 0113 3787718</b>

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

Through the ongoing work of Estate Rationalisation and the Changing the Workplace programme our estate must respond to and meet service requirements including the delivery of statutory and front line services as well as back office functions, team working and work with partners. The shape, format and use of the estate will therefore be informed by user needs, will be guided by service reviews and must sit hand in hand with organisational design and the Council's work from home policy/ offer. Rightsizing the Council's estate, focusing on our most efficient, flexible and best quality buildings will reduce the Councils' operational cost, whilst allowing opportunities for capital receipts and support our target of Carbon net zero.

Through the agility embedded in the CTW programme the Council was able to rapidly pivot to remote working when the instruction to work from home where you can, was given. This meant that LCC was able to move rapidly from 800 colleagues per day working remotely to some 8000. Following improvements in IT infrastructure and the role out of additional laptops, many services were reporting high levels of productivity through remote workings.

This paper is screening for the additional estate rationalisation this further adoption of agility will provide for once productivity enhancing workplace based activates also factored in, as well as additional surplus properties which may be identified through the various Service Reviews which are ongoing which will cover other operational buildings beyond the core office properties.

We have therefore defined a working target of a 50% reduction of our core office estate and in addition we anticipate that as service reviews are progressed these will identify other opportunities with the potential reduction in the number of service buildings which may include Community Hubs, libraries, care homes, museums and leisure centres.

The disposal of properties will be progressed utilising a number of disposal methods. The capital receipts generated will be used to support the Council's overall budget position.

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

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

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

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

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

If you can demonstrate that you've considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

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

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

Estate rationalisation is the continuation of a live programme to continuously ensure we are right-sizing our physical estate to provide an effective and efficient foot print to support Council service provision. The programme will now focus on two primary areas:

1. The further **reduction in core office provision** due to the excess capacity delivered through a great adoption of Changing the Workplace Principles through the period of necessity brought about through the Covid 19 lockdown and the ground swell of colleague desire to adopt greater percent working remotely moving forwards as identified and evidenced in the Cross Council WFH survey which had nearly 6000 respondents.

The equality, diversity, cohesion and integration considerations are ongoing in how we ensure all colleagues are catered for in both the remote working suitability and where their 'home office' may change, that any new location can meet the Council's standards. As part of re-fit/ refurbishment schemes over recent years, these considerations are already provided for and have been delivered through the CTW programme. We will seek to focus on those buildings which have already seen investment, but where works are required to other buildings in our estate, these will be delivered using the same principles.

2. Potential **excess buildings** which could be delivered **through the ongoing service reviews**. It is considered that the equality, diversity, cohesion and integration consideration will be dealt with at the service review level including the access to services provided in any building. Therefore this workstream will only provide for the divestment strategy for operationally surplus properties which are identified through successful service review.

The disposal of released properties is not considered to have any specific equality, diversity, cohesion and integration impacts.

#### Key findings

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

The programme has a desire to bring colleagues and services together in our best buildings

and in the most suitable locations. Therefore it is considered that the quality of the workplace provided should therefore see an overall enhancement in the experience for all. Albeit some colleagues may see a change in 'home' office location and Services will work collectively to ensure colleagues are supported through any change and where possible directed to a building which is most suitable to both service and individual needs.

**Actions**

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

The Estate Management team comprising Asset Management and Civic Enterprise Leeds and Health and Safety, is working seamless with wider HR and DIS colleagues who are all embedded into both the CTW programme and the Bronze Energise and Mobilise workstream to support colleagues to work better both at home and in the workplace. This is considering many aspects of working life from the equipment needed to work productivity at home through to the wellbeing needs of colleagues in the office workspace also.

Through the further adoption of agility it is considered there will be greater choice and flexibility for all our colleagues to better manage balance and also provide greater opportunity for development.

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

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

**5. Governance, ownership and approval**

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

Name	Job title	Date
Angela Barnicle	Chief Officer Asset Management & Regeneration	6/10/20
<b>Date screening completed</b>		6/10/20

**6. Publishing**

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **executive board, full council, key delegated decisions** or a **significant operational decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- governance services will publish those relating to executive board and full council
- the appropriate directorate will publish those relating to delegated decisions and significant operational decisions
- a copy of all other equality screenings that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record

Complete the appropriate section below with the date the report and attached screening was sent

For executive board or full council – sent to governance services	Date sent:
For delegated decisions or significant operational decisions – sent to appropriate directorate	Date sent:
All other decisions – sent to the equality team	Date sent: