

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed 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: Communities Housing and Environments</b>	<b>Service area: Customer Services</b>
<b>Lead person: Nick Hart</b>	<b>Contact number: 07712214916</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment:</b> <b>27/2/24</b>	

<b>1. Title:</b>  <b>Community Hub and Library Management Restructure</b>
Is this a:
<input type="checkbox"/> <b>Strategy / Policy</b> <input checked="" type="checkbox"/> <b>Service / Function</b> <input type="checkbox"/> <b>Other</b>
<b>If other, please specify</b>

**2. Members of the assessment team:**

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team For example, service user, manager of service, specialist</b>
Nick Hart	LCC	Head of Service
Richard Hart	LCC	Manager

<b>3. Summary of strategy, policy, service or function that was assessed:</b>
The service to be assessed is Community Hubs and Libraries with specific reference to the management function of the service.

<b>4. Scope of the equality, diversity, cohesion and integration impact assessment</b> (complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)
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<b>4a. Strategy, policy or plan</b> (please tick the appropriate box below)	
The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>
<b>Please provide detail:</b>	

<b>4b. Service, function, event</b> please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input checked="" type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
<b>Please provide detail:</b>	
The EDCI screening is assessing the management functions of both the Community Hub and Library service areas. As part of Council wide savings requirements the service is undertaking a management restructure as per below:	

## Management Restructure

The proposed changes are set out below:

- The current **Head of Service** has requested VLS and the position will be replaced. This role is vital to the smooth running of the service.
- 1 x Dir 45 post (**Financial Inclusion Manager**) to be made permanent. Current acting up arrangement in place. Paid for from Social Inclusion Fund (SIF) budget

Library services:

- **Chief Librarian** post to be deleted. This position will be combined with the existing Dir 45 **Deputy Head of Service** post, making a JNC saving.
- 1 x PO6 **Strategic Library Manager** post in Library service to be deleted.
- 2 x PO2 vacancies. 1 to be deleted and 1 retained (to support PO6 reduction)

Community Hub:

- **Community Hub Manager** –PO6 position to be created for East Hub.
- **Customer Service Manager** – PO4 posts to be primarily maintained in order to support management in each area. 1 x PO4 post to be released on VLS but to be replaced. 1 Healthy Holiday post deleted as this will become a PO2 function as per below The current Healthy holidays postholder has a substantive grade of PO2 and the variance between cost of PO4 and PO2 is currently funded by Healthy Holidays Grant and so in budget terms this is removal of a PO2 post
- **Assistant Community Hub Manager** - (PO2) 2 x posts for East deleted, 1 x post for Merrion/City Centre deleted. One PO2 will remain on structure to retain management function to oversee Healthy Holidays delivery, and to support integration with Family Hubs.

In summary, each area will retain a Community Hub Manager (1 xPO6) and a Customer Services Manager (1 xPO4) post

Additional Team Leader positions will be created to add resource in each area at a lower management grade. There are 1.78 currently budgeted SO2 vacancies to be recruited to, an additional 0.22 SO2 post will be added and an additional 2x posts will be created by making 2 existing C3 vacancies a higher grade to allow for 1x additional T/L resource in each area (East, South, West, Merrion). This mitigates the reduction in management posts at higher grades. This will be funded by deleting a 0.5 FTE B3 CSA vacancy saving (£15k) per annum.

A further small reduction in hours of a C3 and SO2 relating to flexible retirement with hours not backfilled, will contribute to this restructure in Welfare Rights and Translation service. This amendment will not attract any pension strain costs and represents a full saving

## **5. Fact finding – what do we already know**

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

The current management structure for community hubs typically includes a Community Hub Manager (p06), a Customer Services manager (p04), and Assistant Community Hub managers (P02).

There is an opportunity as part of the restructure to make savings by removing the P02 Assistant Community Hub Manager level, and re-investing some of the savings into creating additional more ground level T/L level posts for each area of the city.

This approach ensures that sufficient senior management posts will remain in place, whilst bolstering the T/L numbers – which will offer on the ground support to staff.

The Library management area will also be restructured, removing a P06 strategic level post and replacing that with a P02 position. Additional strategic resource will also be put into place via replacement of the Chief Librarian role (which will now be advertised as a Deputy Head of Service position). This approach will ensure that business continuity is in place and that teams have sufficient management and support.

Consultation has taken place with the existing management teams and feedback has been received.

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

None

**Action required:**

None

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

Yes

No

**Please provide detail:**

Managers and teams impacted with have ongoing engagement and consultation in place to ensure they are aware of any changes, and the potential impacts of those.

**Action required:**

None – group and individual consultation has taken place with all managers impacted. Trade Unions have been consulted with at all stages and remain available to those

impacted.

**7. Who may be affected by this activity?**  
please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

**Equality characteristics**

<input checked="" type="checkbox"/> Age	<input type="checkbox"/> Carers	<input checked="" type="checkbox"/> Disability
<input checked="" 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 type="checkbox"/> Sexual orientation	
<input checked="" type="checkbox"/> Other		

(**Other** can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)  
**Please specify:**  
Proposal effects all members of the community hub and library management teams

**Stakeholders**

<input type="checkbox"/> Services users	<input checked="" type="checkbox"/> Employees	<input checked="" type="checkbox"/> Trade Unions
<input type="checkbox"/> Partners	<input 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 type="checkbox"/>	<b>Timing</b>	<input type="checkbox"/>	<b>Stereotypes and assumptions</b>
<input type="checkbox"/>	<b>Cost</b>	<input type="checkbox"/>	<b>Consultation and involvement</b>
<input type="checkbox"/>	<b>Financial exclusion</b>	<input type="checkbox"/>	<b>Employment and training</b>
<input type="checkbox"/>	<b>specific barriers to the strategy, policy, services or function</b>		
<b>Please specify</b>			

<p><b>8. Positive and negative impact</b>  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><b>8a. Positive impact:</b></p>
<p><u>Positive impact</u></p> <p>The positive impact of the restructure is mainly down to the service being able to contribute the necessary savings required.</p> <p>Whilst the preference would be for no reduction, the proposed restructure mitigates impact by adding back in resource to ensure service delivery and quality is not impacted.</p> <p>VLS ensures that savings are entirely from staff voluntarily wanting to leave.</p>
<p><b>Action required:</b></p>
<p>None</p>

<p><b>8b. Negative impact:</b></p>
<p><u>Negative impact</u></p> <p>Inevitably the restructure means that there will be less management resource in place. Mitigations have been factored in such as reinvesting surplus savings into creating lower tier management posts. This approach ensures that the maximum resource available is in place.</p> <p>Existing staff at a P02 level (where they have not opted for ELI) will be at risk as they will</p>

have to apply for vacant posts at a P04 level. If not successful they will then have to apply for vacant posts at an S02 level.  
However, there are enough posts on structure to accommodate all.

**Action required:**

Interviews for vacant posts to take place as restructure is approved

**9. Will this activity promote strong and positive relationships between the groups/communities identified?**

Yes

No

**Please provide detail:**

This activity will ensure that the community hub and library service is continued to be offered in a quality way

**Action required:**

None

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

Yes

No

**Please provide detail:**

N/A

**Action required:**

None

**11. Could this activity be perceived as benefiting one group at the expense of another?** (for example where your activity or decision is aimed at adults could it have an impact on children and young people)

**Yes**

**No**

**Please provide detail:**

**Action required:**

None



**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)

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
To plan engagement sessions with impacted staff	Please see restructure report	N/A	Nick Hart – Head of Service
To conduct interviews as restructure takes effect	From May 24	N/A	Nick Hart – Head of Service

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>

**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
Lee Hemsworth	Chief Officer Community Hubs and Welfare	27/2/24
<b>Date impact assessment completed</b>		<b>27/2/24</b>

**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**

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 impact assessment 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 impact assessments 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 assessment was sent:

For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent: TBC