

# Equality, Diversity, Cohesion and Integration Impact Assessment



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:</b> Resources	<b>Service area:</b> Human Resources
<b>Lead person:</b> Gemma Taskas	<b>Contact number:</b> 0113 224 3152
<b>Date of the equality, diversity, cohesion and integration impact assessment:</b> January 2011	

<b>1. Title: Employment Matters Proposals</b>
Is this a:
<input checked="" type="checkbox"/> <b>Strategy</b> <input checked="" type="checkbox"/> <b>Policy</b> <input type="checkbox"/> <b>Service</b> <input type="checkbox"/> <b>Function</b> <input type="checkbox"/> <b>Other</b>
Is this:
<input checked="" type="checkbox"/> New/ proposed <input type="checkbox"/> Already exists and is being reviewed <input checked="" type="checkbox"/> Is changing
(Please tick one of the above)

## 2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Gemma Taskas	LCC	HR Manager
Emma Challenor	LCC	HR Manager – Resourcing Team
Emma Summerton	LCC	Senior HR Officer

<b>3. Summary of strategy, policy, service or function that was assessed:</b>
Developing a flexible deployment strategy and modernising the existing Managing Workforce Change policy.
Please see 4a below for further detail.

<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 checked="" type="checkbox"/>

<p><b>Please provide detail:</b></p> <p>The Council is proposing changes to the way that staff are deployed across the Council, providing a more flexible workforce which can adapt to the changing needs and demands of the organisation.</p> <p><b>Flexible Deployment / Resourcing Team</b></p> <p>The existing At Risk team will be enhanced and renamed as the Resourcing Team. They will shape the thinking and implementation of flexible deployment, providing a more streamlined and responsive deployment and redeployment process. Through clear workforce planning they will identify areas where staff are at risk or potentially at risk and proactively match these staff to priority areas in line with their skills, knowledge and experience. Additionally employees can nominate themselves to join a voluntary talent pool. This will be carried out jointly with x3 fte's trade unions for a period of up to 2 years.</p> <p>A framework for matching has been developed which includes the completion of a skills profile, detailing key skills, knowledge and experience. This will be matched against the key criteria for a post. In the longer term the team will develop job families and competencies to enable the matching process to be more streamlined and efficient. This process will take place on a priority basis, with those under notice of redundancy or already at risk given priority followed by those potentially at risk. Any remaining posts will be matched to staff in the voluntary talent pool. This pro-active, flexible deployment will reduce the number of staff who enter Managing Workforce Change.</p> <p>Effective delivery of a more flexible workforce will require cooperation from employees and trade unions to move to priority service areas and retrain where appropriate.</p>
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### **Managing Workforce Change Policy**

Modernising the current redeployment procedure and pay protection arrangements to bring them in line with other organisations at a regional and national level.

A reduction to the managing workforce change supernumerary period to 3 months plus a 3 month notice period for all employees regardless of length of service effective from the 1st March 2011. A review will take place after 6 months (on 1st September 2011) with a view to reducing to a maximum 3 month supernumerary period.

### **Pay Protection**

Effective from the 1<sup>st</sup> March 2011, pay protection will be for a period of six months at the end of which salaries will revert to the grade of the job being undertaken by the employee.

Additionally, wherever possible, the Council will seek to redeploy all employees currently in receipt of pay protection, including Managing Workforce Change and Lifelong arrangements to posts graded at their level of protected pay.

### **4b. Service, function, event**

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 type="checkbox"/>
Procuring of a service (by contract or grant) (please see equality assurance in procurement)	<input type="checkbox"/>
<b>Please provide detail:</b> N / A	

### **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)

- Workforce Data to Support the Flexible Deployment Process
- Managing Workforce Change Policy
- Corporate Organisational Health Information
- Comparable redeployment and pay protection provision information from other local authorities at regional and national level
- External stakeholder feedback
- Council's financial position post CSR
- Minutes of Trade Union consultation meetings in relation to the proposals
- Consultation with Strategy Equality Leads in HR

**Are there any gaps in equality and diversity information**

**Please provide detail:**

The equality and diversity data held on the Councils personal and payroll system is correct at a point in time. This data is limited in some of the equality characteristics such as sexual orientation, religion and faith and disability.

**Action required:**

To agree a strategy for data collection. This will involve consultation with under represented groups through staff diversity forums; positive communications which describe the reasons / benefits for employees and the organisation; providing examples of positive actions; and identifying other opportunities such as declaration through the workforce planning process and potentially employees being able to update their own records.

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

Yes       No

**Please provide detail:**

Employee consultation on these proposals has not been undertaken directly with employees. However, The trade unions provide representation for their members across all of the equality characteristics and the process of collective bargaining and consultation process provides opportunity for involvement and representation to be made.

**Action required:**

To supplement this process further internal and external communications will be developed for employees, managers and the media.

Additionally, individual meetings will take place with HR and employees affected by the review of the pay protection arrangements.

**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 checked="" 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 checked="" type="checkbox"/> 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:**

Proposals affect all Leeds City Council therefore all equality characteristics will be relevant.

**Stakeholders**

**Services users**

**Employees**

**Trade Unions**

**Partners**

**Members**

**Suppliers**

**Other please specify**

**Potential barriers.**

**Built environment**

**Location of premises and services**

**Information and communication**

**Customer care**

**Timing**

**Stereotypes and assumptions**

**Cost**

**Consultation and involvement**

**Specific barriers to the strategy, policy, services or function**

**Please specify**

Information, communication, consultation and involvement will be key activities in engaging managers, employees and trade unions in delivering the Council's aim of a flexible workforce; understanding the expectations required of them in terms of moving to priority areas; retraining where appropriate; and helping to overcome sometimes negative stereotypes associated with the redeployment / deployment process. The achievements of the existing At Risk Team have addressed these to a certain degree but the momentum needs to be maintained.

Timely workforce planning is vital in establishing the supply and demand chain to facilitate the flexible deployment process and deploy staff to priority service areas. Representation across the equality characteristics will be considered in the deployment of the flexible model however, this is reliant on the data being available within service areas at that time. The proposed strategy for data collection will help to improve this intelligence to provide a better understanding on the impact on the workforce across the equality characteristics.

## **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 Council will be able to proactively deploy staff to meet demands in priority service areas to ensure continuous service delivery and provide more internal opportunities for employees by developing an internal talent pool. This will give employees autonomy and choice in planning their future career whilst also providing the Council with a stronger talent management framework.

Additionally, this new approach will reduce the reliance on employees entering a formal recruitment and selection process which traditionally may have had a negative impact on some equality characteristics. For example employees who do not have formal qualifications or who may not be as confident during such a process.

The commitment to up-skilling employees through the switching process also provides new opportunity to address some of the basic skills gaps in some equality characteristics groups for example literacy.

The approach to flexible deployment builds on the existing improvements made through the establishment of the At Risk Team allowing the Council to be more flexible in response to the internal and external environment. Additionally, as a result of the proactive approach to deployment the requirement for entry into the Managing Workforce Change Policy is reduced. This should have an associated positive impact on employee engagement and motivation as employees pass through a proactive process rather than reactive situation.

As a result, the Council is intending to modernise its current approach to redeployment and pay protection.

Redesigning jobs or seeking redeployment to address pay protection arrangements will ensure the Council achieves value for money from an employment perspective.

Through joint working with the trade unions within the Resourcing Team, this will further enhance existing positive working relationship.

### **Action required:**

Effective monitoring and learning on the successes through the matching process; linkage to workforce planning; up-skilling process; and identified positive representation across the equality characteristics.

Communication strategy to share the above.

### **8b. Negative impact:**

Perception that the changes to the Managing Workforce Change procedure are: an erosion of terms and conditions; and a disproportionate impact across the equality characteristics, for example disabled employees.

<b>Action required:</b>
The Resourcing Team to establish a performance management system in relation to the flexible deployment approach, including monthly reporting and quarterly analysis. Particular attention to be given on the impact across the equality characteristics.
Develop an ongoing communications strategy to promote the effectiveness, successes and benefits of this modern approach to internal and external stakeholders.

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

**Yes**
                         
  **No**

**Please provide detail:**

Further improve the relationship with Trade Unions colleagues through joint working in the Resourcing Team.

The trade unions provide representation for their members across all of the equality characteristics. Joint working with the trade unions will provide a practical approach to the trade unions so they can inform the process and shape future working within the Resourcing Team.

Flexible approach is required to try and strengthen job security and provide internal opportunities for employees by establishing a talent pool.

The ability to deploy employees to priority service areas will ensure the Council can continue to meet service demands and ensure continuous service provision.

The success of the team will provide positive evidence to overcome existing stereotypes and assumptions about redeployment and redeployees and the perceived impact on staff within the equality characteristics.

**Action required:**

As 8a above.

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

**Yes**
                         
  **No**

**Please provide detail:**

N / A

**Action required:**

N / A

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

Yes

No

**Please provide detail:**

Not envisaged at this stage.

**Action required:**

Performance management system to monitor the impact of flexible deployment to be established by the Resourcing Team.

Performance to be reviewed on a monthly basis in the first instance in quarter 1.

**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>
The Resourcing Team to work with services to develop and implement a system for picking up equality and diversity information as part of the workforce planning process	Ongoing from February 2011	Equality & Diversity implications reflected in workforce planning information	Karen Fentem
Agreement on a data collection strategy. To include appropriate consultations with linkage to the communication strategy for positive promotion and sharing success.	Ongoing from February 2011	Improvement in data across the equality characteristics	Jacqui Green
Internal and external communications strategy to be developed for employees, managers and the media. Details to be shared with Trade Unions	Final version to be published no later than Friday 4 <sup>th</sup> February 2011	Publication of internal and external communications in a variety of formats to reach all staff groups	Laura Ferris
Establishment of the Resourcing Team.	Early February 2011	Team established and located in Merrion House	Heads of HR
Additional Trade Unions facilities time to be agreed and nominated representatives to	March 2011	Nominated Trade Union representatives working jointly with the Resourcing Team	Employee Matters – Posts CSR consultation group

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
join the Resourcing Team from March 2011 or earlier if possible.			
The Resourcing Team to establish a performance management system in relation to the flexible deployment approach, including monthly reporting and quarterly analysis. Particular attention to be given on the impact across the equality characteristics.	March 2011	Provision of performance management information	Karen Fentem

**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
Jane Stageman	Head of HR - Strategy	2/2/11

**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**

<b>Date sent to Equality Team</b>	<b>10<sup>th</sup> February 2011</b>
<b>Date published</b>	<b>10<sup>th</sup> February 2011</b>