

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

Directorate: : Corporate and Central	Service area: Business Transformation
Lead person: Jenny Barth	Contact number: 24 74157
Date of equality, diversity, cohesion and integration impact assessment: 14 th & 15 th July 2010	

1. Title: Changing the Workplace
Is this a:
<input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Policy <input type="checkbox"/> Service <input type="checkbox"/> Function <input type="checkbox"/> Other
Is this:
<input checked="" type="checkbox"/> New/ proposed <input type="checkbox"/> Already exists and is being reviewed <input 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
Fiona Sutton	Business Transformation	Business Change
Gill Sidebottom	Adult Social Care	Adult Social Care Pilot Project Lead
Joanne Gomersall	City Development	City Development Pilot Project Lead
Pauline Ellis	Equality Team	Equality
Phil Bevan	Information Communication Technology	Information technology
Les Reed	Facilities Management	Property management
Jenny Barth	HR – Organisational Development	Human Resources and Equality
Manjit Virdee	HR – Corporate and Central Services	Human Resources

3. Summary of strategy, policy, service or function that was assessed:

- Changing the Workplace is one of four priority programmes identified within the Business Transformation portfolio: the programme focuses on optimising flexibility and agility within the Authority's resource base. The programme will deliver innovative work solutions across the organisation, enabling colleagues to work efficiently and effectively in the pursuit of positive outcomes for the people of Leeds.
- Changing the Workplace (CTW) is about providing cohesive work solutions that will enable all staff to undertake their work most effectively so they can best meet the needs of the business and our customers. Under CTW, staff will work in a wide variety of settings including at home, customer's homes, hubs, satellites and locality bases. To do this effectively staff will need ready access to the right information and technology.
- A number of work streams are in place to ensure that the infrastructure to support the new ways of working are in place. These include:
 - Fit for purpose, cost effective technological and information systems that enable staff to work when and where they need to deliver services
 - A more efficient, rationalised, sustainable, flexible and fit for purpose asset portfolio supporting the range of work solutions
 - Fit for purpose Human Resources, information technology, information knowledge management and property policies, standards and processes that form the work solution framework, together with an effective and targeted training programme to deliver organisational and personal change.
- Two service areas - Adult Social Care and City Development, are acting as pilots to test out a variety of new work solutions. Learning from the pilots has contributed to the impact assessment and will help to shape the future roll out of the programme

4. Scope of the equality, diversity, cohesion and integration impact assessment

(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan

(please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input checked="" 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"/>

Please provide detail:

The **Vision** for Changing the Workplace is:

‘To create an agile organisation, optimising our resources by providing effective work solutions so we can enable our staff to deliver excellent outcomes for the people of Leeds.’

The three **themes** of Changing The Workplace are:

- **Flexible working**
Flexibility in where and when people work, so that we can efficiently meet changing customer needs
- **Mobile working**
Using mobile technology to give ourselves better access to the information we need to serve our customers and carry out our business
- **Property Management**
Getting the best value from the council’s buildings by optimising flexibility and use of our workplaces, rationalising poor performing property and investing in improvements to the work environment in those workplaces that will properly support us.

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"/>

Please provide detail:

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)

- Changing the Workplace report and business case for Executive Board - February 2010. This sets out the context for Changing the Workplace including the vision, outcomes and benefits to be delivered through the wider programme. The report also draws on research from organisations that have been successful in delivering similar programmes.
- The views of staff networks (disability, women, black and minority ethnic and lesbian, gay and bisexual) gathered for the City Development pilot project was included within the impact assessment.
- Frequently asked questions (FAQs) from the two pilot projects.
- Experience and feedback from staff involved in the two pilot projects, gathered through the project managers and Business Transformation.
- Changing the Workplace Principles and Guidelines for the pilot projects
- Questionnaire feedback pre, mid and post pilot for Coty Development pilot
- Joint Human Resources and Business Engagement and Change presentation to Changing the Workplace Programme Board.
- HR policies potentially impacting on Changing the Workplace ('terms of engagement').
- Expertise of the respective assessment team members in identifying equality issues.

Are there any gaps in equality and diversity information

Please provide detail:

Organisational employment data was not considered within the scope of the EDCI impact assessment as the aim of this assessment was to look at the overall impact of the vision and themes and not the impact on individual staff.

Detailed information regarding location of buildings is not available at this stage of the programme. However there may be equality considerations for LGB, disabled and BME staff, women and carers in relation to travel, safety and potential harassment issues.

Action required:

To put in place an on-going monitoring process within the delivery programme to ensure fair access to the range of workstyles offered by Changing the Workplace.

Equality needs to be considered in location and access to buildings identified within the wider Changing the Workplace programme & appropriate risk assessments undertaken in relation to this.

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

Yes

No

Please provide detail:

- The Business Transformation Team arranged for a number of focus groups, as part of its communications and engagement activity, in order to test some of its key messages and to understand how people feel about change at work. The make up of the focus groups broadly reflected the staff make-up across the council. The information gathered from this exercise is being used to shape the communications and change activity for all of Business Transformation's programmes, including Changing the Workplace.
- Staff currently involved in the pilot projects provide on-going feedback to the pilot leads on any positive and negative aspects of Changing the Workplace through a number of different structured mechanisms.
- To ensure any potential areas of inequality were considered the views of lesbian, gay and bisexual staff, black and minority ethnic staff, women staff and disabled staff were included through the staff networks. This included networks at a corporate and directorate level as well as through the joint diversity forum.
- Consultation and involvement with the trade unions is ongoing as the programme develops.

Action required:

There needs to be:

- further work to better understand the impact on staff not involved in the pilots. This includes staff in directorates where no current initiatives are underway, as well as the views of the staff that have not yet been involved in Changing the Workplace as part of the pilot projects.
- ongoing feedback from both managers and staff involved in Changing the Workplace.
- specific understanding of the impact on managers who are managing staff involved in Changing the workplace.

7. Who may be affected by this activity?

please tick all relevant 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 – social class, income, unemployment, residential location or family background, education or skills level)

Please specify: income, residential location, educational or skills level

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

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:

- better work-life balance across the range of equality characteristics who take up different workstyles
- more choice, better well-being, more empowerment across the range of equality characteristics
- better able to manage caring /parental responsibilities
- better able to manage health and disability related issues
- positive impact for disabled staff – meeting times, start times, remote access to meetings using technology rather than physical presence.
- more opportunities for part-time workers as they have more flexibility to manage their time differently
- cost savings for individuals eg. Childcare costs, travel costs
- cost savings to the organisation through disruption to service (eg. adverse weather conditions, pandemics). This is because some individuals will benefit more from Changing the Workplace e.g. disabled staff, women, carers, parents
- an improved office environment may have a positive impact on well-being and health, including mental health
- access to technology more equitable as it becomes role-based rather grade-based
- better access to training and opportunity to re-skill individuals may have a positive impact across the range of equality characteristics
- potential to reduce grievances related to areas around work-life balance. E.g. Caring responsibilities, health and disability related issues
- improved opportunities for career development for women, as they are able to manage their time and responsibilities differently
- efficient, effective and pro-active communications will have a positive impact for part-time workers who often miss out on key messages
- better accessible work place and more choice about how and where individuals work will have a positive impact across the range of equality characteristics
- job analysis provides an opportunity to be more creative in looking at the detail of the job and working differently. This could have a positive impact for women, disabled people, carers
- social sustainability of local economies by attracting staff from a wider area by providing flexible working opportunities, reducing commuting needs and enabling those from disadvantaged communities to have more opportunities for employment.
- as Changing the Workplace is embedded within the organisation, the organisation becomes more attractive to potential employees with diverse needs

Action required:

- In order to deliver the positive impact of new ways of working for all equality characteristics, all policies relating to staff welfare need to be double checked and amended as appropriate. In particular domestic violence, remote working and flexible working were identified as part of the impact assessment.

8b. Negative impact:

- potential that Changing the Workplace could decrease work-life balance, i.e. potential for misunderstanding between what new ways of working is and the types of responsibilities individuals have. This can lead to assumptions about people's capacity to balance work and life. For example, women who have children may undertake additional work to justify working from home.
- assumptions & stereotypes about individual circumstances could impact on ability to access different workstyles for some groups, for example the assumption that lesbian and gay staff will not have caring responsibilities.
- individual circumstances could make the option to work differently less equitable for some, for example people experiencing domestic violence could be more vulnerable working from or near to home.
- some groups may be unable to immediately see the benefits of new ways of working e.g. Disabled staff requiring specific equipment –will they get two sets if required? Will this increase the time it takes to obtain it, install it and be competent in using it? (this can all take additional time due to the procedure of assessment of needs).
- stereo-type perspective of older people not being technological and young people being advanced in their use of technology. This can be an obstacle to individuals needs being met.
- assumptions about workspace requirements may mean that the needs of some disabled staff are not met
- potential for managers to ignore or not meet the needs of particular groups in considering how new ways of working will specifically impact for them - this could apply across the range of equality characteristics.
- some equality characteristics could be negatively impacted in circumstances where managers are required to balance the needs of the business with new ways of working (for example when core office cover is required). This will require managers to make decisions which could be based on assumptions about individual circumstances (eg that LGB staff do not have caring responsibilities, for example) or where circumstances are unknown because staff choose not to disclose them.
- locality and mobile working has the potential to negatively impact on particular equality characteristics eg. there is potential for lesbian, gay and bisexual (LGB) staff, disabled staff, black and minority ethnic (BME) staff, women staff to be exposed to discrimination and harassment.
- locality and mobile working has the potential to negatively impact on particular equality characteristics due to some workplace cultures, which may not be as welcoming as others
- working in more than one location may mean that for some staff there is a disclosure issue - ie that they may need to disclose circumstances or needs to different people at different times (for example in relation to disability, sexual orientation). It should be recognised that this could be an issue for some staff who may not wish their circumstances to be more widely known or who do not feel confident for a variety of reasons in constantly disclosing.
- in addition to verbal disclosure, there is also an aspect of physical disclosure, specifically in relation to disability where for example desks with adaptations and equipment stand out more in a uniform office environment. Again where individuals are working from more than one office there is therefore a further physical disclosure.
- locality working could have an isolating effect on staff from some equality characteristics eg women, BME, LGB where their main office environment has a

higher representation of diverse groups but where diverse representation in locality environments is low (or vice versa)

Action required:

- Appraisals need to include well-being aspects and the impact of working differently
- Needs to be clarification on the relationship between all aspects of Access to Work and Changing the Workplace.
- Consider developing managers and staff guidance that enables staff to access different work styles and is supported by appropriate training.
- The detail included within this impact assessment needs to inform the managers and staff guidance.

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

Yes

No

Please provide detail:

- locality and mobile working provides an opportunity to develop more relationships and networks across the organisation.
- could help staff from diverse groups who work in services with low representation to feel more supported.
- locality and mobile working helps to promote the diverse nature of the wider workforce. This could be especially significant where there is low representation in relation to the workforce of that particular service, the make-up of the neighbourhood or of customers accessing the service.

Action required:

Consider developing a set of standards for new ways of working, like the Customer Care Standards, that compliment LCC values. These standards would be explicit to all staff involved in Changing the Workplace.

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

Yes

No

Please provide detail: - please refer to comment in question 9.

Action required: - please refer to comment in question 9.

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

Yes

No

Please provide detail:

- it may be perceived that it is more affordable for some staff to work differently than others.
- individual living circumstances may make it more difficult for some people to work from home for example shared living.
- without appropriate monitoring in place it could be perceived that some groups benefit more than others, for example the perception that managers are able to access the full range of workstyles within Changing the Workplace easier than other staff

Action required:

There needs to be clear communication as to why the whole range of new ways of working options are not available as standard to everyone due to service delivery needs; adverse costs; local needs; the need to prioritise and roll out in a phased manner etc

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)

Aim	Action	Timescale	Measure	Lead person
There are clear principles in place for accessing the different workstyles under Changing the Workplace.	Complete the Remote Working Policy & ensure sign-off	Feb 2011	No complaints about ability to measure	Ian Williams
	Establish the technology options attached to each workstyle	June 2011		Gill Sidebottom
	Develop manager training on administering the workstyle questionnaire	August 2011		Fiona Sutton
	Develop clear guidance on the workstyle questionnaire	August 2011		Fiona Sutton
	Ensure category on SAP for workstyle	Mar 2011		Alex Watson
	Establish process and costs for including this on SAP	Dec 2010		Alex Watson
	Discuss interim monitoring process with BSC, until category included on SAP	Dec 2010		Alex Watson
	Develop clarity on workstyles and workstyle packages	Dec 2010		Alex Watson

Equality requirements are embedded in all planning processes for Changing the Workplace locations and fit-out	Involve Access officer from start of scheme proposals	Jan 2011 Jan 2011	Compliance with regulatory requirements	Steve Moore (& individual project managers for the respective projects as they develop)
		Tbc depending on programme plan		
		Tbc depending on programme plan		
	In-depth consultation with the Access Officer at each stage	Jan 2011		
	Embed requirement to conduct relevant risk assessments in programme and project plans	As per programme plan		
	Ensure that facilities on each floor of each location can be adapted	As project plans developed		
	Establish baseline issues	Within relevant project plans		
	Develop awareness training and understanding of key issues for facilities staff	Jan 2012	Positive evaluation on training	
Train facilities staff	March 2012	Facilities staff appraisals and feedback		

The impact on staff not involved in Changing the Workplace programme or pilots to date is clearly understood.	Include appropriate question in staff survey	Feb 2011	Positive feedback from staff survey Information from appraisals	Alex Watson
	Establish baseline on staff survey	Feb 2011	Identified key issues for action	
	Undertake further research with staff equality groups	Sept 2011		
A mechanism is in place to gather ongoing feedback from managers and staff already working in new ways	Review appraisal documentation to incorporate	End March 2011	Monitoring process in place	Alex Watson
	Establish process to feed through from appraisals to CTW Programme team	End June 2011		Alex Watson
	Establish process for capturing all feedback and questions	Complete	Issue log in place; evidence that issues have been actioned	John McPherson/ Fiona Sutton
	Ensure that feedback from the projects (surveys, champions, focus groups) captured in writing and acted on.	With each project plan	Issue log in place; evidence that issues have been actioned	John McPherson/ Fiona Sutton and relevant project managers
The impact on managers in the pilot projects is clearly understood.	Review feedback from surveys, meetings, 1:1s from pilot projects	Jan 2011	Survey feedback shows managers	Gill Sidebottom

	with HR colleagues		feel supported	
	Review end of project reports	Jan 2011		
	Ensure issues are fed into project and programme planning	As project plans developed		
Staff welfare policies are fit for purpose for Changing the Workplace (domestic violence, remote working and flexible working were particularly identified as part of the impact assessment)	Discuss key areas with Pauline Ellis	By end Nov 2010	Positive feedback from staff survey once question agreed	Ian Williams
	Review and amend as appropriate following policies: Alcohol & Drugs, Stress Management, Disciplinary, Flexitime, Domestic Violence, 4 key health and safety policies.	May 2011		
	Develop plan to communicate key changes and guidance to managers	June 2011		
Appraisals prompt reflection on well-being and new ways of working	Review appraisal documentation together with staff involved in the pilot projects and project staff	May 2011	Measure to be developed once baseline in place	Alex Watson
	Make updates and disseminate information about changes	July 2011		

	Baseline cases and causes of stress	May 2011		
	Develop measure from baseline	May 2011		
The relationship between Access to Work and Changing the Workplace is clear.	Review future of Access to Work arrangements – changes may happen to this funding outside of CTW.	April 2011	To be clarified by Ian	Ian Williams
Appropriate staff and manager guidance, materials and learning interventions are in place to enable staff to access new ways of working.	Use detail from this impact assessment to develop these products	May 2011	Reduced number of questions about Changing the Workplace	Fiona Sutton Carol Gill
Changing the Workplace principles are aligned to the council's values	Ensure that communications, products and guidance contribute to the council's values	May 2011	Numerous examples of how CTW supporting values	John McPherson
	Ensure the programme team are aware of these values	July 2011	Appraisals	Jane Watson

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 Watson	Programme Director	15.02.2011

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

As part of Service Planning performance monitoring

As part of Project

Update report will be agreed and provided to the appropriate board

Other (please specify)

15. Publishing

Date sent to Equality Team	17.02.2011
Date published	21.02.2011