

# EQUALITY IMPACT ASSESSMENT

P&OD Transformation Programme

DRAFT FOR CONSULTATION



**PLYMOUTH**  
CITY COUNCIL

## STAGE I: What is being assessed and by whom?

What is being assessed - including a brief description of aims and objectives?

The P&OD Transformation Programme aims to support the Transformation Programme at Plymouth City Council through:

- The planning of future workforce needs, capacity and capability.
- The review of current HR policies and processes, to ensure they support transformation and the improvement of services to the citizens of Plymouth, provide opportunities to attract, develop and retain the staff that will underpin this work, whilst continuing to meet statutory Equality and Health and Safety requirements.
- The development of leadership across the organisation towards a systems-led culture of collaboration
- The provision of flexible and modern office environments
- By implementing the following solutions:
- Options to address the capability gap identified by colleagues from CMT, SMT and Team Plymouth to focus on delivering the correct capability and working practices in the future
- The review of policies and processes in line with the support required to deliver transformational change
- Bringing together appropriate resources to address shared priorities for system improvement with partners through collaboration
- Release significant excess space. Create flexible modern space and support, shared where it makes sense to do so. Introduce highly flexible working practices

For the following benefits:

- Increased likelihood of successful transformation
- Increased speed and size of benefits of transformation

<b>STAGE 1: What is being assessed and by whom?</b>	
	<ul style="list-style-type: none"> <li>• Reduction in space across the city</li> <li>• Reduction in associated lease and operational costs of property occupation and maintenance</li> <li>• Reduced absence and long term sick, reduced attrition</li> <li>• Improved employee skill levels, flexibility and satisfaction</li> <li>• Improvement in services offered by Plymouth City Council and its partners</li> </ul>
Responsible Officer	Chris Squire, Assistant Director of Human Resources
Department and Service	Transformation, People and Organisational Development
Date of Assessment	8/12/14

<b>STAGE 2: Evidence and Impact</b>				
<b>Protected Characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact?</b>	<b>Actions</b>	<b>Timescale and who is responsible?</b>
Age	Census data: 0-15 17.5% 34% of people in Plymouth are over 50 years old. 22.2% are over 60, 7.7% are over 75 years old.	No adverse impact anticipated.	Engagement has taken place across the programme to date and is evidenced in lower level EIAs. Further engagement is planned across the programme and will be evidenced in lower level EIAs. The apprentice programme is seen as a key driver for increasing youth employment and will, therefore, continue.	The P&OD transformation programme is expected to run for a three year period under the leadership of the transformational director.  Programme Manager Transformation - P&OD
		<b>From the accommodation</b>	Gather customer needs	Accommodation Transformation

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		<b>transformation programme EIA.</b> - Service to be relocated to 71 New George Street within city centre.	based upon questionnaires and information giving	Programme Manager
Disability	<p>30,000 people in Plymouth will have some form of Mental Health issue.</p> <p>0.8% (2118) of those registered with a GP are listed on the mental health register.</p> <p>A total of 31164 people declared themselves as having a long-term health problem or disability.</p> <p>1224 adults registered with a GP in Plymouth have some form of a Learning Disability</p>	No adverse impact anticipated.	<p>Engagement has taken place across the programme to date and is evidenced in lower level EIAs. Further engagement is planned across the programme and will be evidenced in lower level EIAs.</p> <p>Guaranteed interviews for eligible disabled applicants will continue..</p>	<p>The P&amp;OD transformation programme is expected to run for a three year period under the leadership of the transformational director.</p> <p>Programme Manager Transformation - P&amp;OD</p>
		<p><b>From the accommodation transformation programme EIA.</b></p> <p>Compliant facilities required.</p> <p>Disability and staff specific needs will apply for both locations.</p>	<p>The new Front of House customer services location to be fully Equality Act compliant.</p> <p>Reception will be on the ground floor and will provide accessibility for wheelchair users. Reception desks to be lowered to improve visibility &amp; aid communication.</p> <p>Sufficient seating (including for large families), disabled toilets and access to private</p>	Accommodation Transformation Programme Manager/Project Manager

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			<p>interview rooms with hearing loops should be provided.</p> <p>Disability considerations to be worked through as part of detailed design for both locations to reduce impact on staff with disabilities.</p>	
Faith, Religion or Belief	<p>32.9% of the Plymouth population stated they had no religion.</p> <p>58.1% of the city population is Christian.</p>	No adverse impact anticipated.	Engagement has taken place across the programme to date and is evidenced in lower level EIAs. Further engagement is planned across the programme and will be evidenced in lower level EIAs. Part of this process will be to look at potential new measures that could be implemented in policy to assist PCC in reflecting the city demographic.	The P&OD transformation programme is expected to run for a three year period under the leadership of the transformational director.
Gender - including marriage, pregnancy and maternity	Overall 50.6 % of the city population are women. The current workforce profile shows that 78.46% are women.	No adverse impact anticipated.	Engagement has taken place across the programme to date and is evidenced in lower level EIAs. Further engagement is planned across the programme and will be evidenced in lower level EIAs	The P&OD transformation programme is expected to run for a three year period under the leadership of the transformational director.
		<b>From the accommodation</b>	Provision of existing facilities	Line Manager

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		<p><b>transformation programme EIA.</b></p> <p>Availability of facilities e.g. baby change/breast feeding in new location</p> <p>Existing risk assessments for pregnant workers will be out of date</p>	<p>in new location as a minimum</p> <p>Revised risk assessment to be undertaken for relevant staff for both new locations</p>	
Gender Reassignment	23 trans people belong to Plymouth Pride Forum	No adverse impact anticipated.	Engagement has taken place across the programme to date and is evidenced in lower level EIAs. Further engagement is planned across the programme and will be evidenced in lower level EIAs	The P&OD transformation programme is expected to run for a three year period under the leadership of the transformational director.
Race	<p>92.9% of Plymouth's population is White British, 7.1% are black &amp; minority ethnic (BME), White Other 2.7%, Chinese 0.5% and other Asian 0.55 most common.</p> <p>The Council has 4.1% BME employees across its workforce.</p>	No adverse impact anticipated.	Engagement has taken place across the programme to date and is evidenced in lower level EIAs. Further engagement is planned across the programme and will be evidenced in lower level EIAs	The P&OD transformation programme is expected to run for a three year period under the leadership of the transformational director.
Sexual Orientation -including Civil Partnership	There is no precise local data on numbers of Lesbian, Gay and Bisexual (LGB) people in Plymouth, but it is nationally	No adverse impact anticipated.	Engagement has taken place across the programme to date and is evidenced in lower level EIAs. Further	The P&OD transformation programme is expected to run for a three year period under the leadership of the transformational

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	estimated at between 5 – 7%. This would mean that approx. 12,500 people aged over 16 in Plymouth are LGB.		engagement is planned across the programme and will be evidenced in lower level EIAs  The feasibility of better data collection in this area will be addressed and actioned where appropriate.	director.

<b>STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken</b>		
<b>Local Priorities</b>	<b>Implications</b>	<b>Timescale and who is responsible?</b>
Reduce the inequality gap, particularly in health between communities.	<p>As a wide ranging programme with a focus on improving the way PCC does business, the P&amp;OD programme has already made progress in this regard, which is evidenced in lower level EIAs. As the programme progresses further strides will be made in enabling a reduction in the inequality gap through improvements in the way PCC conducts its internal business and customer facing activities. A major part of this process is analysing the best ways to meet this local priority by tailoring services and processes to enable progress in this area. Engagement of the public and staff as appropriate has taken place and is planned to ensure this priority is given due focus in the programme.</p> <p>The relocation of customer facing services will have a positive impact for people from our most deprived areas, since the service will be more centrally located than the Civic Centre, closer to city centre shops and facilities including the railway station, thus helping to manage interview waiting times. The service transformation will help to improve customer relations,</p>	Transformation Programme Managers/Service Managers/Project Managers – 3 years

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Local Priorities	Implications	Timescale and who is responsible?
	<p>reduce conflict through the design and reduce waiting times by supporting online accessibility for some services.</p> <p>The relocation of staff will not have a negative impact for people from our most deprived areas, since both locations are relatively accessible by all modes of transport and are within central Plymouth.</p>	
<p>Good relations between different communities (community cohesion).</p>	<p>A major part of the programme was the relocation of customer facing services. This has had a positive impact on community cohesion through the effort made to reduce conflict through the design particularly in housing interviews where a reported 15% of interviews are seen to be hostile in some form or another. The creation of an attractive, welcoming facility with reduced waiting times achieved through a service transformation and the availability of digital screens was aimed at defusing conflict and engendering better community relations and perception of the Council's services. This has been assisted by the public and community leaders being informed about the plans prior to delivery on the ground and being invited to comment.</p> <p>Other areas of the programme either have neutral effect or has not yet been scoped. EIAs will be carried out for all projects to assess the impact.</p>	<p>Transformation Programme Managers/Service Managers/Project Managers – 3 years</p>
<p>Human Rights</p>	<p>It is important that both our customers and staff feel they are treated fairly and that their human rights have been respected. To date, engagement and, moreover, adhering to law has been paramount, this will continue to be the case throughout the programme with supporting EIAs submitted and in the pipeline.</p>	<p>Transformation Programme Managers/Service Managers/Project Managers – 3 years</p>

<b>STAGE 4: The Principles of Fairness</b>	
<b>Principles</b>	<b>Comment</b>
People should be able to access opportunity whatever their circumstances	Part of the programme will include a provision of training for the current and future staff population to enable them to meet the requirements of the transformed organisation. Likewise, a career transition workstream has been stood up to ensure that we help staff who will be leaving the Council in realising their ability to access opportunities outside of the organisation.
The city should give priority to those in greatest need when it allocates resources	Savings found in this programme will potentially enable increased funding for areas of greatest need.
Things that make the biggest difference to people's lives should get priority when deciding where resources go	Savings found in this programme will potentially enable increased funding for areas of greatest need.
The way things are done in the city matters just as much as what is done	The list of HR Policies to be reviewed will be screened for a potential impact on equality and EIAs will be carried out where necessary.
Unfairness which takes time to remove needs policies for the long term	Any alteration to the recruitment policy will have an objective of reflecting the community
Preventing inequalities is more effective than trying to eliminate them	The EIA process will ensure no inequality issues are introduced within the review process.
Services should be provided 'with' people, not 'for' them	Thorough engagement the programme will develop the need with the staff.
The needs of future and current generations should be balanced when making decisions.	The programme will look at opportunities for younger people within PCC and will not undermine current initiatives.

<b>STAGE 4: Publication</b>			
Director, Assistant Director/Head of Service approving EIA.		Date	19.12.2014