

Appendix Four

Equalities Impact Assessment

Name of policy/project/decision: Housing Repairs & Maintenance Service - Delivery Options Post-March 2017 - Cabinet Report

Status of policy/project/decision: New

Name of person(s) writing EIA: Peter Brown

Date: Jan 2015

Service: Future of Council Housing Team /

Portfolio: Communities

What are the brief aims of the policy/project/decision?

In 2003, the Council established a 'limited liability partnership' with the Kier Group – this partnership was named Kier Sheffield LLP. The Council's Construction and Building Services (CBS) contract was awarded to the LLP in 2003, and this contract covered the repairs, maintenance and other construction work to all Council-owned buildings – a significant element of which was the Council's social housing stock.

The CBS contract expired in March 2014 and procurement of a new contractor for housing repairs and maintenance was carried out. Kier Services Ltd were successful in their bid for the contract and were awarded a 3-year contract, from 1st April 2014 to 31st March 2017. This contract includes an option for a contract-extension for up to two more years (ie. to 31st March 2019), should both the Council and Kier Services Ltd agree to this.

The main elements / functions which it covers are as follows:

- Responsive repairs
- Repairs to vacant properties
- Maintenance of the District Heating system
- Gas servicing and repairs
- Lift and stair-lift servicing
- Electrical work
- Communal painting
- Domestic heating renewals
- Communal footpaths, car-parks and un-adopted highways

The recommendation to Cabinet is that the service is 'insourced' once the current contract expires in 2017. This will result in an integrated service delivered in-house directly by the Council. There are no plans at this stage to change any aspect of the service delivered to customers. Therefore the focus for this EIA is on the changes to the existing staff of Kier Services Ltd.

Are there any potential Council staffing implications, include workforce diversity? All of Kier Services Ltd. staff working on the Sheffield contract will be transferred under Transfer of Undertakings (Protection of Employment) Regulations

("TUPE") into Sheffield City Council. Staff transferring into the Council from Kier Services Ltd. will initially be located in the Housing and Neighbourhoods Service. The transfer from Kier into the Council would initially be a 'lift and shift', with as little change and disruption to services and staff as possible. A period of stabilisation would follow, to enable the Service to become fully integrated into the Council. Once integration of the service is complete, a full service review would then be undertaken and transformation work begun to re-shape the service going forward. This could potentially impact on both former Kier Services Ltd. staff and existing Council staff. Due to the large number of staff involved, it is not expected that the impact will be less or more for any particular staff groups. However, until it is known exactly which staff are affected, and in what way, we cannot be sure how workforce diversity will be impacted on

There are also potential implications for the Council's workforce diversity profile. The table below shows the Kier workforce profile compared to that of the Housing and Neighbourhoods Service.

	Housing & Neighbourhoods Service	Kier
Average Age	46 years old	44 years old
Ethnicity	8%	3.5%
Disability	12%	5%
Gender (Male : Female)	56:44	92:8

The table shows that there is a similarity in terms of the average age of the workforce that would transfer. However in terms of ethnicity, disability and gender the profile is distinctly different. The Kier workforce is much less diverse with lower levels of BME, disabled and female staff - distinctly different from the profile of the communities that Kier staff work within.

This will also have an impact on the overall profile of the Housing and Neighbourhoods service.

Under the [Public Sector Equality Duty](#), we have to pay due regard to: "Eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations." [More information is available on the Council website](#)

Areas of possible impact	Impact	Impact level	Explanation and evidence (Details of data, reports, feedback or consultations. This should be proportionate to the impact.)
Age	Neutral	Medium	The whole workforce of Kier Services Ltd. currently delivering the Sheffield contract will

Areas of possible impact	Impact	Impact level	Explanation and evidence (Details of data, reports, feedback or consultations. This should be proportionate to the impact.)
			<p>be affected by the TUPE process. The TUPE process should not result in any negative impact on individual members of staff as a result of their equality profile. Any changes identified as a part of the TUPE process will be subject to full consultation as described in the report. Some of the changes may result in a positive impact where the SCC 'offer' as part of the transfer provides additional benefits. All staff transferring into the service will be covered by the Council's 'Dignity and Respect at Work' policy providing support for the resolution of any equality issues.</p> <p>These changes may cause concerns for staff, both in the Council and Kier, regarding places of work and line management. Full consultation and communication with staff is paramount requiring managers and supervisors to remain open and honest with the staff. The idea of the change to SCC may be seen as negative by some staff. This impact will need to be managed.</p> <p>The impact on employees who are away from work on sickness absence may be negative and again needs to be managed..</p>
Disability	Neutral	Medium	<p>As above. The Council will also consider any reasonable adjustments for disabled staff during and after the transfer. As well as Kier, the Council is a member of the 'Two Ticks' scheme providing support and development opportunities for disabled people. There is currently under representation of disabled staff in the current Kier workforce and this would need to be considered further once staff transfer</p>
Pregnancy/mat ernity	Negative	Medium	<p>There will be employees on maternity leave who will not be receiving face to face consultation. This may have a negative impact on their ability to engage in the transfer process. However, anyone on maternity/paternity leave will be fully consulted with on a regular basis using other communication methods and kept up to date with changes that will be made to their working environment.</p>
Race	Neutral	Medium	<p>As for Age. There is currently an under representation of BME staff in the Kier</p>

Areas of possible impact	Impact	Impact level	Explanation and evidence (Details of data, reports, feedback or consultations. This should be proportionate to the impact.)
			workforce and this would need to be considered further once staff transfer.
Religion/belief	Neutral	Medium	As for Age
Sex	Neutral	Medium	As for Age. There is currently an under representation of female staff in the Kier workforce and this would need to be considered further once staff transfer.
Sexual orientation	Neutral	Medium	As for Age
Transgender	Neutral	Medium	As for Age
Carers	Neutral	Medium	As for Age. The Council are committed to supporting all employees with a caring role. The Council's Carers' Charter gives more information about the definition of a Carer and the Council's commitment to Carers. A range of flexible working policies are in place to support employees.
Voluntary, community & faith sector	Neutral	Medium	As for Age
Financial inclusion, poverty, social justice:	Positive	Low	The Council offer protection for the lowest paid employees by paying a minimum living wage rate, currently £7.65 per hour. This will be extended, if appropriate to staff transferring in.
Cohesion:	Positive	Low	The Communities Staff Equality and Inclusion Network (SEIN) is open to all staff within the Communities Portfolio who are interested in equality, diversity and inclusion. Kier staff transferring into the Portfolio will have access to support from this inclusive forum and be able to raise equality issues.
Other/additional: Workforce Profiling.	Neutral	High/Medium	There is a noticeable difference in the workforce profile between the two organisations. There will need to be action in place to tackle the below average number of BME and disabled employees in Kier as well as a concerning difference in the gender profile. There are explanations for this due to the work that is involved and the type of work that is carried out. Support from the equalities team within the Communities Portfolio will be required and discussions from existing staff groups within the Housing Service on how to make opportunities available for people from under-represented backgrounds will be needed to ensure that any resultant opportunities in the service are

Areas of possible impact	Impact	Impact level	Explanation and evidence (Details of data, reports, feedback or consultations. This should be proportionate to the impact.)
			open to all Sections of the community.

Overall summary of possible impact (to be used on EMT, cabinet reports etc):

There will be significant staffing implications as a result of the TUPE transfer of Kier Services Ltd. staff into the Council. There is not expected to be any disproportionate impact on staff with a particular protected characteristic however The Council has a wide range of policies and procedures already in place to support employees reduce potential inequalities in the workplace. Access to these policies and procedures will be available to all transferred staff to support their integration into the Council. There is a small risk that some transferring staff may not be fully included in the consultation process due to their characteristics - in particular those staff on pregnancy/maternity/paternity leave or those absent from work due to illness or disability. This risk is covered in the action plan and managers will be expected to ensure that these staff are involved wherever possible in consultation arrangements in a manner appropriate to their needs. It is important to ensure that staff transferring into the Council are given an appropriate induction to the Council so that they are aware of the support offered to staff with protected characteristics. This is also captured in the action plan attached to this EIA. The workforce profile currently within Kier shows an underrepresentation of BME, disabled and female staff within the service. This imbalance is something that the Council will seek to address through involvement of existing staff groups in identifying barriers to potential new entrants to the service and promoting positive employment policies to encourage interest in any vacancies from all staff and Sections of the community. There is not expected to be any negative impact on customers as a result of these proposals and the intention is that the service will deliver positive service changes over the longer-term. The service will initially carry on delivering the same service to customers as it does at the moment. Proposals to change this service will be developed in partnership with customers and will take account of the diverse needs of Council housing tenants within the city. The aim of bringing the repairs service back into the Council is to improve the overall service to customers and co-design an integrated housing and repairs service.

If you have identified significant change, med or high negative outcomes or for example the impact is on specialist provision relating to the groups above, or there is cumulative impact you **must** complete the action plan.

Review date: **Q Tier Ref** **Reference number:**
Entered on Qtier: -Select- **Action plan needed:** Yes
Approved (Lead Manager): **Date:**
Approved (EIA Lead person for Portfolio): **Date:**
Does the proposal/ decision impact on or relate to specialist provision: -Select-

Risk rating: Low

Action plan

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
Workforce	Ensure that there is a full consultation/communication plan in place and that all employees are reached with regular feedback and updates regarding the process.	
Workforce	Promote the positive aspects of change to staff and involve them in all aspects of the transfer. Key actions include regular intranet and face to face communication, involvement in planning for the transfer and clarity of induction.	
Workforce	Ensure that all staff who are not at work (through pregnancy, maternity, sickness or other reason) are provided with opportunities to be involved with the consultation on TUPE transfer	
Workforce	All staff to be given a full induction, ensuring that they are familiar with the relevant Council processes, policies, etc	
Workforce	All staff to be made aware of the key Council commitments to equality and dignity within the workforce including: <ul style="list-style-type: none"> •Wide range of flexible working options. •Maternity, paternity and adoption benefits and child care vouchers. •Dignity and Respect at Work policy •Access to Staff Equality and Inclusion Networks •Employment policies and support mechanisms to promote health and wellbeing. 	

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
-Select-		
-Select-		
-Select-		
-Select-		
-Select-		
-Select-		
-Select-		

Approved (Lead Manager): **Date:**

Approved (EIA Lead Officer for Portfolio): Louise Nunn **Date:** 02/02/2015

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