Equality Impact Assessment
MOPC Transition

Title of policy/function being assessed:	**Organisational Change (which includes Redundancy and Restructuring, Redeployment)**
Department and Section:	**Human Resources and Organisation Development**
Names and roles of officers completing this assessment:	**Kerry Dee HR and OD Business Partner**
Contact Telephone Numbers:	**020 7202 0225**
Date assessment completed:	**31 May 2011 (updated on 29 June 11)**
Appendices	**App A: Feedback from BME forum** **App: B Feedback from PCS** **App C: Q&A team update** **App D: Diversity Data** **APP E: Time line**

Defining the policy

1. Why is the policy necessary? What are its aims and objectives? What outcomes is the policy designed to achieve and for whom?

The new Policing and Social Responsibility (PRSR) Bill was introduced to Parliament in December 2010. Whilst the Bill contains a number of proposals, the most significant from the perspective of the Metropolitan Police Authority (MPA) is the creation of the Mayor's Office for Policing and Crime (MOPC) as a new functional body of the Greater London Authority (GLA), and the abolition of the MPA.

The legislation as currently drafted therefore allows for London to implement the new structure earlier than the rest of the country, subject to Royal Assent and the relevant commencement orders being laid. The proposal is that the new structure in London will be implemented on 1 October 2011. Early implementation within London will enable new structures to be embedded and fully operational in time to ensure sufficient planning and delivery of the 2012 Olympic and Paralympic Games.

The Police Reform and Social Responsibility Bill is making provisions for replacing the Metropolitan Police Authority with the Mayor's Office for Policing and Crime (MOPC) to be run by the Mayor of London. MOPC will be a separate functional body of the GLA.

Project objectives
- To ensure there is a seamless transfer of staff to MOPC by early October 2011 (pending Royal Assent in July)
- To ensure timelines are adhered to in respect of any organisational restructure
- To ensure staff are well informed and effective consultation takes place throughout the process
- Legacy issues will be identified and MOPC personnel appropriately informed
- To provide an adequate staff support programme to meet organisational need

Project scope
- The project will deliver an organisational restructure prior to the transfer
- The project will follow the transfer provisions in the Bill
- The project will be delivered to time
- The project will ensure effective consultation takes place and ensure ongoing communications with staff throughout the process
- The project will not address Learning and Development in preparation for MOPC and this includes results from a recent skills audit
- This project will not address issues around shared services as this is a separate project not within the MOPC programme. However, any concerns that will affect those groups within the shared service agenda will be passed on to the relevant project manager to address.
- This project does not address the impact of changes at the GLA on GLA staff

2. **How have these aims, objectives and outcomes been determined? What research and engagement/involvement/consultation has been undertaken/used to inform the design and delivery of the policy? How have needs based on race, gender, disability, age, religion/belief, sexual orientation, gender identity, maternity/pregnancy and marriage/civil partnerships been taken account of?**

The BME forum, disabled contact group and PCS have been consulted and a full breakdown of the questions, responses and proposed actions can be found in Appendix A and B

An MOPC implementation board has been set up to support the transition to the MOPC and provide strategic oversight of the MOPC programme. In addition supplementary BMT meetings have been scheduled to specifically discuss MOPC which PCS now attend.

As with previous organisational restructures there will be ongoing communication and a consultation period with all staff and PCS. Weekly consultation meetings have been scheduled with the Chair of the PCS.

In addition to this, improved communication processes have been put in place particularly with those staff potentially at risk. For example, pre meetings before any organisational wide announcements, briefing scripts for line managers, HR support during any potentially difficult 1:1 meetings.

During the staff attitude survey in October 2010 some staff raised the issues of a lack of transparency, visibility, and accountability, the need to be more open and honest, and improved communication particularly around the transition. Additional team meetings have been scheduled to update staff on MOPC and the transition arrangements for staff.

Regular updates from Catherine Crawford Chief Executive are emailed to all staff and all staff are encouraged to speak to HR or the D/CEO.

The MOPC communication strategy is owned by the communications team, however we will also develop a branded HR MOPC communication plan as the timetable becomes clearer.

In addition, improvements have been made since the last restructure and there will be more comprehensive change management and transition support available for all staff.

Transition Support

'Right Management' will provide this support. They are a recognised and experienced training /HR consultancy, who has worked with other similar organisations in providing transition support during organisational restructures.

Listening to staff feedback and concerns we have discussed our needs and they have designed a bespoke programme for us. It has been decided to deliver a series of workshops on:

- change management-Understanding Change Workshops
- Interviewing skills for all staff based on our internal processes
- Career management to include: 1:1 consultancy; job search and; and CV writing.
- The future- workshops will be arranged and delivered to address cultural issues, different ways of working, customer focus, and moving forward in MOPC.

Questions raised during a staff meeting on 18 May can be found in Appendix c

The redundancy policy was subject to review and this has been updated in light of the changes to the Civil Service Pension Compensation Scheme. The supporting document for Managing change has also been updated to reflect these changes. An improved appeals process was set up during the previous restructure.

A comprehensive staff information pack has been developed and is available for all staff on the intranet. Copies will be sent to those on Maternity leave, long term sick and career breaks.

2. (a) Who is responsible for implementing the policy? What processes, procedures and/or criterion will be critical to deliver the policy? Review these against the access needs that various equality groups of people have and consider if they result in barriers which prevent these groups of people from

either finding out about the policy or benefiting from it?

The HR and OD Business Partner is responsible for delivering this project. A Project Initiation Document (PID) has been development as part of the MOPC Programme.

Various processes have been put in place; a staff team meeting was arranged to announce the organisational restructure on 19 May and presentation packs were given to all staff including those on maternity leave and career breaks.

The restructure is based around a document called 'Protocol for Managing Change' in conjunction with the MPA Redundancy Policy. As mentioned a detailed a time line has been developed and sent to all staff. However, the timetable issues will need to be determined once the actual date for royal assent is known.

Consultation with staff and PCS will cover a period of one month.

Annual leave is being monitored together with any other expected absences. This will be used when detailed timetables are prepared for the selection process. Contingency arrangements such as advance interviews will be considered.

Some concerns were raised by the PPSO team in relation to the CSU at the GLA and a joint consultation meeting has been arranged. In addition to this both the HR Business Partner and the D/CEO have attended consultation meetings with the CSU at the GLA.

As with previous restructures the following channels have been put in place to help, support and assist staff

- a rumour manager (Julie Norgrove)
- PIVOT the MPA's internal newsletter
- New initiative called 'On the Sofa with SMT' and 'Tell Catherine Scheme' have been designed to ensure there are different avenues for staff to comment on proposals and to pose any questions, concerns or ideas to the Senior Management Team.

- A staff information pack has been developed to help answer the questions staff may have about how the implementation process for the Mayor's Office for Policing and Crime (MOPC) may affect them. It should help guide staff through the different stages of the process, help them prepare, and assist them in the decisions they may have to make.

A workshop for staff on Pensions will be arranged with Pensions Logica.

(b) Consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs that you have identified can be addressed. For disabled people, as defined under the Disability Discrimination Act, this could mean treating them more favourably to ensure that there is equality of outcome.

Disability monitoring has shown what staff may need special consideration (the MPA recruitment policy takes this into account)

All staff on Maternity leave have 'keeping in touch' officers. Those who will be at risk have been offered the opportunity of one-to-one meetings, and all staff on maternity leave will be offered posts of equal value in compliance with employment law regulations.

(c) When you are deciding priorities for action you will need to consider whether the barriers result in an adverse impact or discrimination that is illegal. These will constitute your top priority. The other priorities will be dependent on such issues as whether a group is particularly excluded or connected to the core business of the service, whether there are adjustments that would mean several groups benefit.

Lessons learnt regarding staff going through job matching, recruitment and redeployment has prompted us to design and deliver a series of recruitment workshops concentrating on areas which have been identified as being beneficial for staff. Such as interview techniques, writing applications, setting up mock interviews, training for staff to enable them to be on interview panels.

A separate shared service agenda is developing which will affect a group of staff however this is being carried out independently of MOPC by the Director of Audit Risk and Assurance. Any concerns raised about shared services by staff will be passed on to Julie Norgrove to address.

4. **What measures and methods have been designed to monitor the application of the policy, achievement of intended outcomes and identification of any unintended or adverse impact? How frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes?   List your answers below.**

Diversity Monitoring has been split into 3 stages, staff affected by the proposal, staff at risk and then outcome of job matching exercise. Each stage will involve a critical review and involve the Head of Equalities and Engagement.

29 posts are potentially affected by the structure, either because their posts are being deleted, or because the work content of their posts is being altered. Four of these posts are vacant leaving 25 with post holders. Posts whose reporting line is changing have not been included with the group of posts affected.

The diversity profile of these 25 people can be measured. There are more female staff (16, 64%) whose posts are affected than men (9, 36%). Although five people did not state their sexuality the remaining 20 said that they were heterosexual. Two people (8%) said that they had a disability although one person preferred not to say. Eight people either preferred not to say or did not state if they had a religion, a further nine people said that they had no religion at all. Five people (20%) said that they were Christians and two said that they were Hindus (8%) and two said that they were Muslims (8%). Four of the staff whose posts are affected are Asian, five are black and one is of mixed race. This means 40% of the staff whose posts are potentially affected are BME; 13 people said that they were white (52%).

The way that these figures (shown in the column headed 'EIA') compare with the workforce profile of the MPA is shown at **Appendix D**. Also shown is how the profile of the staff affected compares with that of the MPA when the staff in DARA are discounted. The information is being displayed in this way because few if any of the staff affected could be redeployed into DARA because of the requirement for professional qualifications in most of the posts.

The number of females affected (16, 64%) is in line with the proportion of females in the MPA less DARA (43, 64.18%).

11 (44%) of the staff whose posts are potentially affected are BME. This compares with 29 BME people in the MPA (28%) and 23 BME people (34%) in the MPA workforce not including DARA. Although the number of BME people affected is a greater proportion than both the MPA and the MPA without DARA, it is a relatively small number and mitigation is available through the use of a fair assimilation, open competition and redeployment processes.

The number of people in affected posts describing themselves as disabled (2, 8%) compares with the total of people describing themselves in this way in the MPA (7, 7%) but is more than the MPA without DARA (5, 5%). This is not strictly proportionate however the numbers involved are very small.

3 people (3%) describe themselves as lesbian or gay in the MPA; no-one in an affected post describes themselves in this way.

Eight people either preferred not to say or did not state if they had a religion, a further nine people said that they had no religion at all. Five people (20%) said that they were Christians and two said that they were Hindus (8%) and two said that they were Muslims (8%).

There is a close relationship between some parts of the profile of the people in the affected and the profile of the MPA without DARA. There are some differences such as in religion; there are also more BME people affected than is strictly proportionate.

A further investigation of the effect of the restructure should be undertaken at the end of the consultation period when the number of staff at risk is known.

5. **Consider the answers given in questions 1, 2, 3 and 4 and assess whether the policy and its implementation results could result in adverse impact on or discrimination against different groups of people. If you consider that there is adverse impact or discrimination, or the potential for either, please outline below and state whether is it justifiable or legitimate and give your reasons for this.**

The restructuring proposals have the potential for causing adverse impact in that some people may not be successful in obtaining a job, or the job that they want. However, no adverse impact or discrimination against different groups of people has been identified.

6. (a) If you have identified adverse impact or discrimination that is <u>illegal</u>, you are required to take action to remedy this immediately.

   (b) If you have identified adverse impact or discrimination that <u>is justifiable or legitimate</u>, you will need to consider what actions can be taken to mitigate its effect on those groups of people. This arises out of the duty to promote good relations between people of different groups and is in keeping with the MPAs approach to delivering equality.

Ensure that these actions are listed in the attached equality improvement plan.

ADVANCING EQUALITY AND FOSTERING GOOD RELATIONS BETWEEN DIFFERENT GROUPS OF PEOPLE

(a) Are there ways in which the policy development process could bring different groups of people together, for example to monitor its impact or develop its future shape?

(b) Could the implementation of the policy result in different groups of people being brought together? Has the capacity of the policy to bring different groups together been fully utilised?

(c) Does the implementation of the policy have the potential to lead to resentment between different groups of people? How can you compensate for perceptions of preferential or differential treatment? Are these implications or decisions being explained to those affected?

(d) If the EIA improvement plan identifies addressing a gap in the service for a particular group of people, has this also addressed the potential for perceptions of preferential treatment for the group? (For example, if you give priority treatment to disabled people, how will you manage the negative attitudes that non-disabled people may develop as a result?)

(e) How can the policy explicitly demonstrate the MPA's commitment to promote equality across race, gender, disability, age, religion/belief and the LGBT communities?

List your answers below. Ensure that the actions you identify are put into the attached equality improvement plan.

The consultation on the restructuring proposals will involve two staff meetings at the launch of the consultation and at its conclusion. All Heads of Unit have been asked to make sure that they arrange team meetings during the 30 day consultation period. No specific consultation meetings have been organised outside of these arrangements.

There is the potential for a redistribution of people and the incorporation of new people (from the GLA) as a result of the restructuring proposals. These outcomes will be a result of job matching/assimilation and competitive recruitment processes that contain checks and balances in the form of panel membership or that explicitly provide for equality of opportunity.

There may be some potential for resentment between those who have been successful in finding the job that they want and those who have been unsuccessful. This may or may not be defined by membership of a particular group. It is not possible to prescribe any activities that might address such an outcome at this stage.

The change process will be in accordance with policies that have been included input from PCS and which have been subject to equality impact assessments. These policies and impact assessments have been published on the Intranet and are referred to in communications with staff. The publication of diversity data relating to the equality impact at different stages during the change process will allow staff to judge how well the process demonstrates the MPA's commitment to equality and diversity.

8. EQUALITY IMPROVEMENT PLAN

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
To carry out diversity monitoring	Conduct three diversity monitoring exercises at different stages of the project	To ensure there is no adverse impact on different groups with protected characters	George Fry	May 11 June 11 September/October 11
To deliver transition support to staff	Arrange Change management workshops for all staff	To prepare staff and help understand the effects of organisational change and to identify coping strategies	Kerry Dee	May 2011
To deliver transition support to staff	Arrange interviewing skills, career management 1:1 and the future workshops	To support staff through the outplacement process	Kerry Dee	July-September 11 (pending royal assent)
BME forum comments	To respond and monitor actions and to include as an appendix in this EIA and to monitor any actions	To ensure we have addressed comments from the BME forum	Kerry Dee/George Fry	July1
PCS comments	To respond and to include as an appendix in this EIA and to monitor actions	To ensure we have addressed comments from PCS	Kerry Dee/George Fry	July1

1st Authorised signature (EIA Lead) …… Kerry Dee…………… Date: ……4 July 2011………………………………………………..

2nd Authorised signature (Member of SMT) ……………………………………. Date: ………………………………

Name of Document: MOPC EIA Template
Date created: 18/04/2011

Once completed and authorised, please send a copy of this form to the Equality and Diversity Team.

Responses to the submission from PCS concerning the MOPC people strand EIA

	Comment:	**Response:**	**Proposed Action:**
1.	This is EIA is not on the corporate template. Why is that and where has this template originated?	This template was designed specifically for the MOPC people strand by the Head of Equalities and Engagement (E&E). The Head of E&E determined that a specific template was required to address the equalities issues in the people strand.	None
2.	The EIA provides no detail on the number/grade of affected policy officer posts at the GLA, which may have a direct impact on those with specific protected characteristics. We know that you have received some information from the GLA and that you have been able to make a best guess in terms of numbers/grades of posts affected and this should be reflected in the EIA. It should also be possible to seek diversity data from the GLA and failing that to make some appropriate assumptions, e.g. how many male versus female officers are affected. The EIA should also address the issue of the compatibility of the GLA grading system with that of the MPA and how that will be managed.	The EIA has been updated to reflect the fact that This project does not address the impact of changes at the GLA on GLA staff. The compatibility of GLA grading system should not be relevant to the equality impact of the people processes.	The EIA has been updated to reflect the fact that This project does not address the impact of changes at the GLA on GLA staff.
3.	The EIA should also reflect the fact that this lack of complete information will affect the	This is not accepted (see 2 above).	None

Name of Document: MOPC EIA Template
Date created: 18/04/2011

	quality of the EIA and this may impede the implementation of appropriate mitigation		
4.	The diversity profile should also be based on a comparison with the non-DARA sections of the MPA and not just the MPA-wide profile.	This work has now been completed. The detailed metrics will form an Appendix to the EIA.	New Appendix about equality impact metrics to be created
5.	While we appreciate that you may have some data gaps it would be helpful to reflect prior learning from the previous restructure in this process.	Section 2 of the EIA will be amended to include some information about the lessons learnt from earlier restructures.	EIA to be amended to include information about lessons learnt from earlier restructures
6.	The EIA could say more about the communication plan for staff. This is currently a standing agenda item on the MOPC implementation board, but has HR done any work to identify whether the current communications plan is effective? Do staff really feel this is a transparent process, do they really feel they are being communicated with in a way that is useful to them? Colleagues will be affected differently. In our experience you could put them into 3 broad categories, which will affect their overall level of engagement in the process a) Not affected b) This could become concerning 3) very concerned.	The MOPC communication strategy is owned by the communications team, however there is scope to develop a branded HR MOPC communication plan as the timetable becomes clearer.	HR to develop an MOPC communication plan
7.	The EIA should indicate how communications are being planned to ensure relevant communication and communication styles for those who fall into each category? For example, some of our members haven't immediately recognised that their post is at risk and haven't specifically been told that. While others seem to have received very direct communications on	The plan for the next stages of the process (following consultation) is for line managers to provide a series of one-to-one meetings with staff affected by the changes. HR has produced guidance for line	Guidance for line managers has been produced. A staff information pack (including FAQs) is being written.

	such issues before.	managers to support this. In addition HR is producing an information pack (with FAQs) for staff.	
8.	The EIA should address how the catch up meetings with those on maternity leave / long term sick are being monitored to ensure they are taking place at regular intervals and that accurate key messages are being conveyed. We know that often the quality of such activities is reliant on the diligence of the individual line managers.	The EIA will be updated to reflect plans to communicate with those on maternity leave and career break. No-one on long term sickness absence is affected by the changes.	The EIA will be updated to reflect plans to communicate with those on maternity leave and career break.
9.	The EIA should clearly identify when the interview workshops are intended to take place (i.e. before tier one recruitment begins). Who they will be aimed at (i.e. only those facing redundancy or will they be open to all staff ?)	The EIA will make mention of the fact that interview workshops are being planned beginning the end of July. The training will be open to all staff but those staff most affected by the changes will be prioritised.	The EIA will make mention of the fact that interview workshops are being planned beginning the end of July and that these will be open to all staff.
10.	A/L of staff is being monitored, but it would be helpful if the EIA gave an indication of how you intend to manage any timetabling issues. E.g. we've discussed either holding early interviews or holding whole processes until all candidates are available.	The timetable issues will need to be determined once the actual date for royal assent is known. A September date would allow for a more effective tier 1 interview timetable. It is intended to interview all shortlisted candidates before any appointments are made.	The timetable issues will need to be determined once the actual date for royal assent is known. It is intended to interview all shortlisted candidates before any appointments are made.
11.	It would be useful to provide further clarity on what steps will be in place to ensure the assimilation and interview panels are representative and proportionate for individual roles. You should identify that the GLA union	Unison will be invited to observe the assimilation process. A cascade approach will be used for tier 1 (i.e. ring-fenced) interviews, with the	A cascade interview timetable will be created with senior staff interviewed early and participating in later interviews for their teams.

		most senior roles being interviewed first. The successful applicants will then participate in the interviews for their team. MPA and GLA senior staff members and Kit may participate in some of the interviews for senior posts. The recruitment policy, protocol for managing change and the MPA redundancy policy will be used during the implementation of MOPC, all of which have been equality impact assessed	
12.	It would be sensible to include details of the FAQs and updated protocol and redundancy policies that have been made available to staff.	The protocol for managing change and the redundancy policy have been referenced in the EIA. A staff information pack is being written to address possible FAQs (see 7 above)	A staff information pack (including FAQs) is being written.
13.	The [draft] document doesn't really relate the issues to any particular equality groups – it's all very generalised – and this could be flagged as issues for consideration later on and more detailed analysis could be included in reference to this. E.g. there could be issues arising from changes in line management, such as negative impacts on working practices/office hours dependent on that team's culture etc.	It is recognised that the template does not lend itself to creating a coherent narrative. The example given is beyond the scope of the project.	None

Responses to the submission from the BME forum and the disability forum concerning the MOPC people strand EIA

	BME Forum		
	Comment:	**Response:**	**Proposed Action:**
1.	Given that the transition is a significant point in the life of the MPA and probably the same for some members of staff. Has there been any consideration for staff that may not be at risk but may wish to move on from the MPA. How does the EIA and activities of the transition process consider this possibility? a) What criteria would be used to assess this if it could be made an option? b) Staff who may wish this to be considered may well then opt to move away from the MPA and thus free up positions that are not at risks for those whose posts **are** at risk before the process of redundancy takes place. This could support the organisation to move forward as part of the overall transition process where those that wish to stay are enabled to do so and for those that wish to move on, the MPA facilitate and support their move.	The process that could be used to achieve this objective is called a voluntary exit scheme. A voluntary exit scheme is where staff can volunteer to leave the organisation with compensation. This is usually used to free up positions to help avoid compulsory redundancy. SMT are considering whether there is a business case for offering voluntary exit terms. We would also need to convince the Cabinet Office that there were good business reasons for running such a scheme.	None
2.	There are concerns in terms of the time scales for the Community Safety function of the GLA moving into the MOPC	Timescales are likely to be dictated by the date that the Police and Social Responsibility	Review timescales following news on date for royal assent.

Name of Document: MOPC EIA Template
Date created: 18/04/2011

		Bill receives royal assent. This is now likely to be much later than anticipated.	
3.	What considerations have been given to the impact on staff within Shared Services where a high proportion of staff are BME? In terms of Shared Services, what support is to be provided and what will support look like. Will this be general support or specific to staff individual needs?	Shared services are beyond the scope of this project and this EIA.	These concerns will be passed onto Julie Norgrove project lead for shared services.
4.	In terms of the mechanisms in place to help, support and assist staff, i.e. the rumour manager, PIVOT and 'On the Sofa with SMT, what considerations have been given to the needs of staff who may be uncomfortable with the current options in relation to Shared Services?	Shared services are beyond the scope of this project and this EIA.	These concerns will be passed onto Julie Norgrove project lead for shared services.
5.	The number of posts identified by the EIA that are at risk is 25. From the diversity profile of staff within the MPA, the EIA indicates that 12 BME and 13 White staff will be affected by the transition process. If this is correct and the BME profile of the MPA is 41, (assuming that the Not Known category is added to the BME totals) this is 48%.	9 of the 25 people affected describe themselves as either Black or Asian. This represents 36% of the people affected. Black and Asian people make up 28% of the MPA workforce and 21% of the workforce not including DARA. Although the number of Black and Asian people affected is a greater proportion than both the MPA and the MPA without DARA, it is a relatively small number and mitigation is available through the use of a fair assimilation, open competition and	None

		redeployment processes.	
6.	Has an assessment been carried out to identify the different grades affected in terms of White and BME staff and what proportion of each is at risk?	No. The numbers are likely to small if such an exercise were carried out and the analysis would consequently lose significance.	None
7.	The number of staff in affected posts describing themselves as disabled 8% is high, particularly where the total staff within the MPA that describe themselves as such is 7%.	This is not accepted. It is a 1% difference which is not significant when dealing with such small numbers (8% represents only two people)	None
8.	The EIA states under point 5 that no adverse impact or discrimination against different groups of people has been identified. This will be dependent on the proportion of BME to White staff that are affected.	See the response at 5 above.	None
9.	With regard to the Skills Audit, how during the transition process will the MPA use the skills identified to both support and encourage staff at risk to consider other possible options and how will staff expectations be managed as part of the overall process?	There are no plans to use the skills audit outputs to advise staff during the transition process. Staff may however choose to use this information to guide themselves in making choices.	None
10.	What if any consideration is being given to training and development needs for staff to be enabled to grow to support professional development and career progression if this means that growth is outside of the MPA.	The MPA learning and development plan will continue as usual and staff have the opportunity to seek training and development opportunities	None

		relating to the current role. The scope of this project clearly stated it would not address Learning and Development.	
11.	What considerations are in place for outplacement support where staff initially recruited into specialist roles may now find difficulty in the wider job market. And therefore may need to consider alternative options.	A comprehensive transition support programme for staff is being provided. An outline of this is described in the EIA.	None
12.	The transition changes will not only impact on staff moving into different teams but also within teams. Particularly where roles will change e.g. team member to line manager. What support will the organisation provide for staff who find themselves in these situations whilst they acclimatise to such changes?	The transition support programme contains plans for support for people changing roles and adjusting to working in MOPC.	None
13.	An action around communication to staff would be useful – This is currently a standing agenda item on the MOPC implementation board. Has any work been done to identify whether the current communications plan is effective?

Can the process be said to be fully transparent process and do staff really feel they are being communicated with in a way that is useful to them? Colleagues will be affected differently at different times during the restructuring process. | The MOPC communication strategy is owned by the communications team, however there is scope to develop a branded HR MOPC communication plan as the timetable becomes clearer. | HR to develop an MOPC communication plan |

14.	If it is assumed that there are in the 3 categories of staff: a) Staff not affected in the transition process where their jobs are not at risk b) Staff that are potentially affected, change roles or management lines c) Staff whose posts are at risk and therefore likely to be in PANIC mode. Each of the above will require differing methods of communication and levels of support depending on their situation and timing during the transition process. Therefore how are communications being planned to ensure relevant communication and communication styles for those who fall into each category?	The HR MOPC communication plan will be based on feedback from a focus group of staff with varying needs.	HR will convene a focus group to develop the communication plan.
15.	How is the 1-2-1 Catch up's for staff on maternity leave/long term sick or annual leave being monitored? Is this really happening effectively across the board, or is this reliant on how effective individual line managers are?	The plan for the next stages of the process (following consultation) is for line managers to provide a series of one-to-one meetings with staff affected by the changes. HR has produced guidance for line managers to support this. In addition HR is producing an information pack (with FAQs) for staff. HR has plans to communicate with those on maternity leave and career break.	None

Name of Document: MOPC EIA Template
Date created: 18/04/2011

16.	We are aware that PCS is represented at BMT through attendance of Union members but has there been any formal engagement with other staff support groups (BME and Disability)?	PCS are the only formally recognised staff association.	None
17.	Are there plans in place to ensure the communication strategy is fully inclusive and formalised for the MOPC implementation board to ensure 2-way communication? If this is not the case, what is the justification for not doing so?	The communication strategy is owned by the communications team (but see 13 and 14 above).	None
18.	Whilst A/L of staff is being monitored, what mitigating action is planned for those with exceptional circumstance, or who will be away for key periods?	A/L continues to be monitored with any other expected absences. This will be used when detailed timetables are prepared for the selection process. Contingency arrangements such as advance interviews will be considered.	A/L to be monitored together with any other expected absences. This will be used when detailed timetables are prepared for the selection process. Contingency arrangements such as advance interviews will be considered.
19.	When will the person specifications for the new posts be made available and will their availability be factored around staff annual leave etc? This will be of particular concern for staff who may be on leave during the proposed selection process.	Work on the detailed JDs and person specifications will start in June and a process developed for involving staff. A/L continues to be monitored (see 18 above).	Work on the detailed JDs and person specifications will start in June. A process will be developed for involving staff.
20.	The EIA mentions interview workshops. When are they scheduled to take place and is there a lead in time and timetable of activities to support staff at risk? Are the interview workshops aimed at those facing compulsorily redundancy or being planned early enough for the first round of	Interview workshops are being commissioned with the first workshops scheduled to take place in late July with further workshops timed so as to provide staff with training before the start of the selection process. These will be specially	Interview workshop timetable to be published.

	internal interviews? Staff are concerned that they may be disadvantaged through the interview process due to poor interview technique where they have not received support for this and therefore may be disadvantaged and have difficulty in being able to progress.	commissioned workshops designed to prepare staff for participation in the internal process. A separate part of the transition support programme will provide outplacement support.	
21.	Concerns have been expressed about the assimilation process and it would be useful to have further clarity on what steps will be in place to ensure the assimilation panel and interview panels are representative and proportionate for individual roles being recruited to. For the assimilation panel it would be useful for not only PCS to be involved but also somebody with an understanding of the role being discussed.	Unison will be invited to observe the assimilation process. A cascade approach will be used for tier 1 (i.e. ring-fenced) interviews, with the most senior roles being interviewed for first. The successful applicants will then participate in the interviews for their team. MPA and GLA senior staff members and Kit may participate in some of the interviews for senior posts.	A cascade interview timetable will be created with senior staff interviewed early and those successful participating in later interviews for their teams.
22.	Has consideration been given to the impact the new JDs? Concerns have been expressed of the possibility that the recruitment process may relegate some BME staff from being able to apply Can the requirements of the new JDs be justified with regard to the new roles? There is concern that the new JDs in effect appear to engineer 'out' some BME staff from applying.	The JD and person specifications will be developed objectively so that they meet the requirements of the new organisation. The new JDs, when developed, will be shared with staff.	JDs and person specifications will be shared with staff.

| 24. | There is a general sense that more checks and balances are required and that these should form part of the Action Plan | It is intended that the actions from this and the other appendix concerned with PCS' submission will now form part of the EIA action plan. A traffic light system of reporting will be developed to monitor progress against all actions. | Actions from this and the other appendix concerned with PCS' submission to form part of the EIA action plan. A traffic light system of reporting to be developed to monitor progress against all actions. |

	Disability Forum		
	Comment:	**Response:**	**Proposed Action:**
1.	**There is a close relationship between the profile of the people in the affected posts to the profile of the MPA as a whole. There are some differences such as in religion; there are also slightly more females affected than is strictly proportionate.** The comment '**close relationship to the MPA profile**' does this profile include DARA. If so, what is the relationship if DARA is excluded? I think this is a reasonable consideration seeing that DARA are not included in this restructure. If the response is different for secretariat staff only, the assessment should state what work has/will be carried out to mitigate this impact. The comment '**There are more female staff (16, 64%) whose posts are affected than men (9, 36%).** What is the MPA secretariat profile for female and male staff? The comment ' **there are also slightly more females affected than is strictly proportionate.** What alternatives have been considered to mitigate this impact?	The case for looking at the MPA workforce with DARA removed has been accepted. This work has now been completed additional comments will be added to the EIA and the detailed metrics will form a new Appendix to the EIA.	Additional comments will be added to the EIA and a new Appendix about equality impact metrics will be created.

Name of Document: MOPC EIA Template
Date created: 18/04/2011

Questions from staff update on 18 May 2011

Q1. It is very disappointing that all the details about the number of posts or the number of colleagues coming from the GLA is still unknown. It is very unsettling and we need to know, as well as having the job descriptions, as the consultation process is starting on Monday.

A1. Jeff Jacobs responded that he wanted to provide as much information as possible to GLA and MPA staff and this was an advance briefing ahead of being able to answer specific questions. He wanted to remove uncertainties, and said that the GLA are not talking about the full departure of the Community Safety unit function into the MOPC, but it will be the bulk.

Jane Harwood confirmed that JDs and the numbers of posts will be made available to staff as soon as possible.

Questioner in response to Jeff Jacobs: We must know the answers about the overlap and in a timely fashion. We may not have control over the Bill but we do have control over this issue and we must grasp it.

Q2. Will all the job losses be borne by the MPA and will the jobs that are ring fenced be available to GLA staff too?

A2. We hope to avoid job losses in policy units, and generally. We have been given a freehand by Kit Malthouse to design the organisational support. Don't start from the assumption of job losses - it is not necessarily the case. Ring fencing will include GLA staff in the same way and we have considered their needs equally - we will treat all staff on a fair and equal basis.

Q3. Catherine referred to a 'shadow' MOPC if the implementation date is not met - what does that mean?

A3. If the date is not met we will carry on 'business as usual' as the MPA, but we will have in place a 'shadow' organisation ready to activate when MOPC is implemented.

Q4. Will TUPE apply?

A4. The transfer scheme is being finalised by ministers - the transfer scheme meaning terms and conditions specifically. It is more pressing for us as London is going first to the new system.

For staff here, all will transfer from MPA to MOPC with the same conditions of service and although the pension scheme has yet to be finalised, it is fair to assume that will be the same too.

Q5. Shared services are going to be considered post implementation - will the same process 'in the spirit of TUPE' apply?

A5. This is a separate process and a reference group will be set up to look at areas like this and consider all criteria needed to arrive at a decision

Q6. Colleagues who may be considered part of shared services will be disadvantaged if their case is to be looked at post implementation, as they cannot apply for any other posts as all posts will be taken. Also can we access to the risk assessment about shared services.

A6. The GLA family is moving towards shared services because of the potential for savings and increased efficiencies. But everything is still open to consultation and we will look at the general approach in other organisations.

Q7.Would SMT agree that if there are at risk posts as a result of the shared services review after 1st Oct, they will be unable to apply for those ring fenced posts identified during MOPC transition for those at risk because the posts would have been filled and that this would ultimately put shared service at risk posts at an unfair disadvantage?

A7. SMT are fully aware of colleagues' concerns. The issues raised will be part of the consultation and be discussed by Julie Norgrove's reference group.

Comparison of staff affected with MPA workforce and MPA workforce excluding DARA: Appendix D

Age Range	MPA	MPA%	DARA	less DARA	% less DARA	EIA	EIA%
18-29	9	9.09	0	9	13.43	2	8.00
30-39	30	30.30	4	26	38.81	10	40.00
40-49	26	26.26	10	16	23.88	8	32.00
50-59	25	25.25	12	13	19.40	5	20.00
60-65	9	9.09	6	3	4.48	0	0.00
Total	99	100.00	32	67	100.00	25	100.00
Ethnicity							
White	58	58.59	19	39	58.21	13	52.00
Black	17	17.17	4	13	19.40	5	20.00
Asian	11	11.11	3	8	11.94	4	16.00
Other	2	2.02	0	2	2.99	1	4.00
Not Known	11	11.11	6	5	7.46	2	8.00
Total	99	100.00	32	**67**	100.00	25	100.00
Gender							
Female	55	55.56	12	43	64.18	16	64.00
Male	41	41.41	18	23	34.33	9	36.00
Not stated	1	1.01	1	0	0.00	0	0.00
Prefer not to say	1	1.01	1	0	0.00	0	0.00
(blank)	1	1.01	0	1	1.49	0	0.00
Total	99	100.00	32	67	100.00	25	100.00

Religion or belief	MPA	MPA%	DARA	less DARA	% less DARA	EIA	EIA%
Christianity	39	39.39	12	27	40.30	5	20.00
Hinduism	6	6.06	2	4	5.97	2	8.00
Judaism	2	2.02	0	2	2.99	2	8.00
Sikhism	1	1.01	1	0	0.00	0	0.00
Muslim	3	3.03	1	2	2.99	0	0.00
No religion	24	24.24	5	19	28.36	8	32.00
PNS	24	24.24	11	13	19.40	8	32.00
Total	99	100.00	32	67	100.00	25	100.00

Appendix E: Time line
MOPC People Strand-timeline (as of 4 July 2011, subject to change)

ACTION	DETAILS	WHEN
End of consultation	Feedback was presented to SMT with key emerging themes. Kit has reviewed this with Catherine and SMT met last Friday to discuss.	22 June
Staff updates	Regular staff updates are being scheduled to keep staff updated on MOPC	1 July, 20 July and 3 August (further dates to be confirmed)
Second stage consultation	It was decided to explore the feedback further and if necessary to speak to individuals and managers to clarify key points of feedback.	1 July to TBC
Notify staff at risk of redundancy	Once the final organisational design is confirmed staff at risk will be informed in a 1:1 meeting with their line manager. Briefing notes for line managers will be issued to ensure a consistent message is conveyed. At risk letters will be issued at these meetings.	early August
Final organisational design and JD's published at staff update	Once the second stage consultation period is completed and the final design has been agreed and signed off, the job descriptions will be evaluated by Hay.	early August
Consideration of Voluntary Exit scheme	We are awaiting a decision by SMT on whether to run a voluntary exit scheme (prior to seeking Cabinet Office Approval)	decision to be confirmed at BMG on 15 July
Voluntary Redundancy offered to staff	Once the Cabinet Office has approved the voluntary redundancy scheme, quotes will	mid to late August

	be issued to those staff at risk of redundancy. Staff will be given around 2 weeks to make a decision on whether to accept the offer.	
Interviewing skills workshops	A series of tailor made interviewing skills workshops will be arranged based on the MPA recruitment process, this will also include writing job applications.	End of July to early October
Transition support workshops	A series of workshops addressing career transition support, job search and 1:1 advice	September /October
Assimilation exercise	Once we know which members of staff wish to take VR we will know who needs to be considered for potential assimilation. A panel of managers and PCS will conduct an assimilation exercise; a representative of Unison (the GLA staff union) will observe this process only where CSU staff are involved	w/c 19 and 26th September
Appeal	Staff who consider that they have not been treated fairly at either the assimilation, open competition and redeployment phases may lodge an appeal. PCS will be consulted about the arrangements for the appeal process. Any appeal must be dealt with and the result taken account of in any appointments that are made.	w/c October 3
Tier 1: applications	MPA application forms will need to be submitted for each post that is applied for.	10-21 October
Tier 1 recruitment interviews	(Detailed timetable will be developed)	24 October to 8 December

	Only those people who are 'at risk' and within the ring-fence (including some GLA staff – see 8 above) can apply for the vacant jobs in the MOPC staffing structure at this time.	
Appeal	As above	24 October to 16 December
Redeployment	In cases where it is not possible to offer an employee a post in the new structure following open competition, the employee will be considered for redeployment to other posts within the MPA. This will either be at the same grade or a grade below, with their agreement.	Late December/Early January
Appeal	As above	Late December/Early January
Redundancy Notice	Those accepting voluntary redundancy will be given three months notice. The notice period for those in a compulsory redundancy situation is that which is stated in your staff contract.	Late December/Early January
End of transition workshops	Workshops will be arranged and delivered to address cultural issues, different ways of working, customer focus, and moving forward in MOPC.	January onwards

Further details of the process can be found in the staff information pack on the intranet.

Update on MOPC 'people strand' EIA

The MOPC 'people strand' EIA considered the diversity profile of the workforce as it compared to the diversity profile of the staff potentially affected by the restructure. This exercise was conducted in May 2011.

At that time it was thought that 25 people would be affected by the restructure, either because their posts were being deleted, or because their work content was being altered. Posts whose reporting line was changing were not included with the group of those affected.

The diversity profile of the 25 affected people was measured. It was discovered that there were more female staff (16, 64%) whose posts were affected than men (9, 36%). More 30-39 year olds were affected than is proportionate and the reverse is true for people under 30. Although five people did not state their sexuality the remaining 20 said that they were heterosexual. Two people (8%) said that they had a disability although one person preferred not to say. Eight people either preferred not to say or did not state if they had a religion, a further nine people said that they had no religion at all. Five people (20%) said that they were Christians and two said that they were Hindus (8%) and two said that they were Jewish (8%). Four of the staff whose posts were affected were Asian, five were black and one was of mixed race. This means that 40% of the staff whose posts are potentially affected were BME; 13 people said that they were white (52%).

The tables below compares the profile of the staff affected with the MPA workforce:

Age Range	MPA	MPA%	EIA	EIA%
18-29	14	14.14	2	8
30-39	29	29.29	10	40
40-49	28	28.28	8	32
50-59	23	23.23	5	20
60-65	5	5.05	0	0
Total	99		25	

Gender	MPA	MPA%	EIA	EIA%
Female	55	55.56	16	64
Male	41	41.41	9	36
Not stated	1	1.01	0	0
Prefer not to say	1	1.01	0	0
(blank)	1	1.01	0	0
Total	99		25	

Race	MPA	MPA%	EIA	EIA%
White	58	58.59	13	52
Black	17	17.17	5	20
Asian	11	11.11	4	16
Other	2	2.02	1	4
Not Known	11	11.11	2	8
Total	99		25	

	MPA	MPA%	EIA	EIA%
Christianity	39	39.39	5	20
Hinduism	6	6.06	2	8
Judaism	2	2.02	2	8
Muslim	3	3.03	0	0
Sikhism	1	1.01	0	0
No religion	24	24.24	9	36
PNS	24	24.24	8	32
Total	99		25	

The number of people in affected posts describing themselves as disabled (8%) compares with the total of people describing themselves in this way in the MPA (7%).

3% of people describe themselves as lesbian or gay in the MPA; no-one in an affected post described themselves in this way.

There is a close relationship between the profile of the people in the affected posts to the profile of the MPA as a whole. There are some differences such as in religion; there are also more females affected than is proportionate.

A further investigation of the effect of the restructure was planned to take place at the end of the consultation period when the number of staff at risk would be known. This investigation was undertaken in September 2011 the results of which are as follows:

September 2011:

The tables below compares the profile of the staff 'at risk' with the MPA workforce:

Age Range	MPA	MPA%	EIA	EIA%
18-29	13	13.83	2	7.69
30-39	27	28.72	11	42.31
40-49	27	28.72	8	30.77
50-59	23	24.47	5	19.23
60-65	4	4.26	0	0
Total	94		26	

Gender	MPA	MPA%	EIA	EIA%
Female	53	56.38	16	61.54
Male	38	40.43	10	38.46
Not stated	1	1.06	0	0
Prefer not to say	1	1.06	0	0
(blank)	1	1.06	0	0
Total	94		26	

Race	MPA	MPA%	EIA	EIA%
White	54	57.45	13	50
Black	17	18.09	6	23.08
Asian	11	11.70	4	15.38
Other	1	1.06	1	3.85
Not Known	11	11.11	2	7.69
Total	94		26	

	MPA	MPA%	EIA	EIA%
Christianity	39	41.49	6	23.08
Hinduism	6	6.38	1	3.85
Judaism	1	1.06	1	3.85
Muslim	3	3.19	2	7.69
Sikhism	1	1.06	0	0
No religion	23	24.47	8	30.77
Not known	14	14.89	4	15.38
PNS	7	7.45	4	15.38
Total	94		26	

Comparison of September 2011 staff 'at risk' with those staff affected May 2011:

The number of staff assessed as being affected in May 2011 compared to those who were put 'at risk' in September is very similar with only one extra person on the 'at risk' list. The earlier (May 2011) assessment of staff affected did however contain three omissions when compared to the September 2011 list; it also included the details of two people who were not subsequently put 'at risk'.

These differences have affected the diversity outcomes as follows:

In terms of age, there are now slightly more people 'at risk' who are between the ages of 30 and 39 (42.31%) with now slightly fewer over 40 years old. In terms of sex, there is now one further male 'at risk' which has reduced the disparity to 61.54% female although this is still out of line with the fairly evenly balanced make-up of the MPA. This disparity represents only 2-3 people however.

There is now one more Black person 'at risk' than was affected in the May 2011 assessment.

The May 2011 assessment was incorrect as it omitted to show three Muslim staff members who were affected. The number of staff 'at risk' in September shows a reduction in the number of Christian, Hindus, Jews and people with no religion, there is however an increase in the number of Muslims for the reasons stated earlier. In terms of proportion, there are fewer Christians 'at risk' than there are present in the MPA workforce and more of other faiths 'at risk'.

The number of people who are 'at risk' who describe themselves as disabled is 2 (8%. The number of people in the MPA who say that they are disabled is 7 (7%).

Conclusions:

The current measurement of staff 'at risk' is more reliable than the assessment of those affected that was completed in May 2011. This is because the May assessment made some early assumptions based on incomplete data and without the level of understanding gained through the development of the organisation design.

There are disparities when the diversity of people 'at risk' is compared with the diversity of the MPA workforce as a whole. There are more women 'at risk', slightly more Black and Asian people 'at risk' and fewer Christians 'at risk' when compared to people with other faiths and those with no religion. Although in percentage terms these disparities look large they represent very small actual numbers, in the case of women for instance, this is three more people affected than would be proportionate.

At this stage of the change process none of the processes have been applied that might mitigate against compulsory redundancy. These include the offer of voluntary redundancy, and redeployment to suitable alternative work. It is still too early to say whether any of the measured disparities should be a cause for concern.

Data excluding DARA:

An exercise was conducted to show what effect removing the staff in DARA from that of the MPA as a whole would have on the results. This was done because the posts in DARA are not usually accessible for redeployment by people in the rest of the organisation.

In terms of age, removing DARA staff brought the proportion of staff affected closer to that of the 'MPA'. This was also somewhat the case with Black people but less so with Asian people. The same could be said of the gender of the staff affected and the MPA with DARA removed. This situation did not however obtain in regard to faith/no religion however.

George Fry
HR and Diversity Officer
4th October 2011

Further update on MOPC 'people strand' EIA October 2011

The MOPC 'people strand' EIA considered the diversity profile of the workforce as it compared to the diversity profile of the staff potentially affected by the restructure. This exercise was conducted in May 2011.

At that time it was thought that 25 people would be affected by the restructure, either because their posts were being deleted, or because their work content was being altered. Posts whose reporting line was changing were not included with the group of those affected.

A further investigation of the effect of the restructure was undertaken at the end of the consultation period, in September 2011, when the number of staff at risk was known.

Subsequent developments in the legal department at Transport for London (TfL), and decisions made about how corporate communications will be managed in MOPC, meant that a further update to the EIA was required in respect of new staff now 'at risk' of redundancy in the MPA Professional standards and Communications units.

The effect of putting staff in the Professional Standards and Communications Units 'at risk':

The total number of staff affected in these two units is four. Three members of staff are women and three are white. The effect of these additions is to change the profile of staff 'at risk' (see tables below).

The table below compares the profile of the total staff 'at risk' in October 2011 with the MPA workforce:

Age Range	MPA	MPA%	EIA	EIA%
18-29	9	9	2	7
30-39	30	30	11	37
40-49	26	26	11	37
50-59	25	25	6	20
60-65	9	9	0	0
Total	99		30	

Gender	MPA	MPA%	EIA	EIA%
Female	55	56	19	63
Male	41	41	11	36
Not stated	1	1	0	0
Prefer not to say	1	1	0	0
(blank)	1	1	0	0
Total	99		30	

Race	MPA	MPA%	EIA	EIA%
White	58	56	16	53
Black	17	17	6	20
Asian	11	11	5	17
Other	2	1	0	0
Not Known	11	11	3	10
Total	99		30	

	MPA	MPA%	EIA	EIA%
Christianity	39	39	6	20
Hinduism	6	6	2	7
Judaism	2	2	1	3
Muslim	1	1	2	7
Sikhism	3	3	0	0
No religion	24	24	10	33
PNS	24	24	9	30
Total	99		30	

Conclusions:

There are disparities when the diversity of people 'at risk' is compared with the diversity of the MPA workforce as a whole. The addition of more staff 'at risk' from Communications and Professional Standards has changed things only very slightly. There are slightly more women 'at risk' and there are slightly more Black and Asian people 'at risk'. The situation in regard to faiths or having no religion has also shifted slightly. Although in percentage terms these disparities can look large they still represent very small actual numbers. The process for managing organisational change provides a number of ways to mitigate against the risk of redundancy. These include offering voluntary redundancy and redeployment to suitable alternative employment; these processes need to be applied before the real equality impact of the organisational change will be known.

George Fry
HR and Diversity Officer
25th October 2011