Equality Impact Assessment

The Equality Impact Assessment Guidance **must** be used when completing this form.

Directorate/Department/Borough/OCU: HR1 Strategic Management Unit

Name, type or title of proposal (If a corporate policy, a policy workbook must also be completed):
Transforming HR Programme

1. Aims and Purpose of Proposal - see Step 1 of the Guidance

Purpose of the Programme
MPS HR is facing considerable pressures to deliver a 'step change' in the efficiency and effectiveness of its services. The comprehensive service review and subsequent MPS Modernisation Programme (MMP) have both emphasised the necessity of transforming the MPS' support functions, and specifically of moving to a shared service centre model. The drivers for such a transformation go beyond the significant efficiency benefits that can help deliver more resources to the front line. The proposed transformation also provides an opportunity to deliver a significant improvement in the quality of HR service delivered to the organisation.

The Business Case for the Transforming HR (THR) Programme (referred to as the Programme throughout this document) demonstrates that a more efficient and effective HR service will be provided to the MPS, enabling significant annual savings on the cost of running HR Services. Furthermore the transformed HR organisation will:

- Be seen as a business partner by other MPS Directorates and Business Groups, delivering high value performance in alignment with strategic goals
- Be one cohesive HR organisation, with flexibility to adapt to its customers' needs and requirements
- Enable an ongoing focus on reducing cost while enhancing delivery of value to the MPS
- Be outcome oriented – delivering fast, fit for purpose HR solutions.

Measuring implementation and progress
The Programme activities include a benefit realisation plan; key Programme activities are scheduled on a work plan. Progress is regularly reported at the Programme Board, Programme User Group, HR Management Board and to the MMP.

Key stakeholders and beneficiaries
The key stakeholders have been identified and include: HR employees (Professionals and Administrators), Managers and HR Service Users (e.g. all Met employees). The benefits of the Programme to these groups have been identified as:

For HR Employees
- A reputation for providing quick, relevant information
- The ability to forecast and devote time to strategy
- Better career and development opportunities
- A reputation for providing quick time, relevant information
- Freedom and time to focus on high value activities and not administration

Benefits for the MPS

- Release of significant funding
- Increase capacity through the more effective use of people and technology
- Commit to modern HR function that supports MPS corporate strategy
- Provision a more effective and efficient service -- an emphasis on data quality, providing accurate management information
- An improved working relationship between HR and other Business Groups across the MPS

Benefits continued…

For Employees (HR Service Users)
- HR will be more efficient by simplifying policy and procedures and applying them consistently
- Expert services providing specialist advice
- Easier access to HR -Information will streamlined and improved on the intranet, there will be a self service facility, and a 24/7 call centre with the ability to sort out HR issues when it suits the individual.
- Reduction in bureaucracy -- quick and easy access to information, a reduction in paper processing

Impact of Change
HR in the MPS will function differently and as a result everyone that works within HR or uses HR (e.g. Met employees) will be impacted by the changes. However, it is individuals employed directly in the HR function that will be most highly impacted by the change.
- The transformation will require changes in roles and responsibilities as the new organisation is redefined to deliver the benefits outlined in the Business Case.
- Locally delivered HR administration will be replaced by a shared service this will result in change of work location and roles for this group of employees.

The redesigned HR organisation will require a reduction in the number of individuals employed in HR to achieve the financial business benefits.

2. Examination of available information – see step 2 of guidance

Ensuring all perspectives are taken into account
To take account of all perspectives the Programme has established a
comprehensive listing of stakeholders, some of these include:

- HR Community
- Stakeholder e.g. (B)OCU Commander
- User Group Representing Business Group
- Staff Associations and Unions
- Members of Management Board
- MPA
- Diversity and Citizen Focus

Use of Internal/external quantitative or qualitative data
MetHR data is the primary source of quantitative data and this has been used
to gather information on the mix of staff by gender, ethnicity, grade and
location. The Programme also plans to gather data for each individual HR
employee relating to their employment status e.g., flexible working, carer (e.g.
child care) or other work related issues - As part of the transition to identify
deployment options for the impacted members of staff.

Engagement with service users
A key enabler to the success of the Programme is engagement with the
service users and current service deliverers. The Programme is planned in
phases: diagnostic, design, planning and implementation and engagement is
carefully factored into each phase. Engagement is ongoing and regular with
the Programme User Group that represent the interests of the Business
Groups. Meetings with the Staff Unions, Superintendents association and
Federation are scheduled into the programme plan. The following outlines the
some of the other key Programme's engagement activities during the phases:

Diagnostic Phase
During the diagnostic phase of the Programme, data gathering and analysis
(covering the whole MPS HR function) was completed to validate earlier work
completed under the Modernising Borough Support Project. The groups that
participated were informed about the purpose of the Programme and the
reason for their involvement was explained. The groups included:
- HR Customer Surveys targeted at Band A/Ch Supt and above
- HR Community focus group to understand the breadth current HR
  processes and how time distribution on HR activities
- Workshop with members of the Staff Associations

The Programme conducted a comprehensive stakeholder engagement
activity between June and October 2006, which included presentations to
Senior Management Teams (SMTs) outlining the purpose of the Programme,
the business drivers, the project plan, and an opportunity to gather feedback
from SMTs.

<u>Design Phase</u>
The development of new HR processes involved engagement with HR subject matter experts and members of the HR community. It included consultation panel with membership that included the staff associations, trade unions, superintendents association and police federation.

The design of the training for line managers involved focus groups with line managers, HR representatives and HR subject matter experts.

The Programme Design Authority membership includes senior subject matter experts and members of the user group that represent the Business Groups. This group have the responsibility for scrutinising and signing off the Programme strategies and deliverables. E.g. training strategy, job design, organisation design and workforce transition.

<u>Planning Phase</u>
The job role design includes engagement with the senior members of all Business Groups and a consultation panel with membership that the staff associations, trade unions, superintendents association and police federation.

<u>Transition Phase</u>
Further engagement will take place with representatives from the stakeholder group to validate activities carried out during the transition e.g. they will validate the outcome of the Staff Impact Assessment (The assessment identifies the impact on individual roles within HR and proposes options for matching individuals to the new roles.)

Need for additional research engagement or consultation
The Programme acknowledges that further engagement and consultation may also be required and these will be factored into the implementation timetable.

3. **Consultation/Involvement -** see Step 3 of the Guidance

      a. Who is responsible for managing this consultation/involvement?

The Programme Leader, Claire Hunt has overall responsibility for the consultation. The consultation requirements are scheduled on the programme plan and managed by nominated work stream leads.

      b. Why is this consultation/involvement taking place?

Consultation and involvement is taking place to make sure that we use the knowledge and experience of individuals and groups to the design of the new HR organisation.

Consultation and involvement is also taking place so that individuals can have direct input into contributing to the restructuring that will affect them. As part of the involvement they will improve their understanding and support for the Programme.

c.   Who is included within the consultation/involvement, including which group(s)? Consider beneficiaries, stakeholders, service users or providers and those who may be affected.

Consultation has and is planned to take place with representatives from across the MPS. These include:

- Members of HR
- Users of HR
- Heads of Business Groups
- Key stakeholders within Business Groups e.g. OCU Commanders
- Unions and Staff Associations and Diversity and Citizen Focus Directorate

d. What are the results of the consultation/involvement? How are these fed back into the process?

Consultation and engagement is an integral and ongoing activity and the results of the consultation are fed back into the Programme in various ways. E.g:

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- The consultation process for the process design resulted in reworking of the proposed processes.
- The engagement with the HR and business stakeholders resulted in the identification of risks and issues. The Programme assesses the risk and issues, logs them and develops action and monitoring plans. The User Group and the Programme Board then regularly review the risks, issues and action plans.
- The result of the consultation for the line manager training has directly influenced the content of the training and the method of delivery.

4. **Screening Process for relevance to Diversity or Equality issues** - see Step 4 of the Guidance

(i)   Will the proposal have significantly higher impact on a particular group, community or person the MPS serves or employs?
Explain:

The Diversity Impact Assessment was completed and submitted with the Tranforming HR Business Case in September 2006. Subsequently a more detailed location, ethnicity and gender assessment has been completed focusing on the likely impact of the shared service model on those groups.

This assessment has confirmed that the greatest impact will be experienced by members of HR staff that are currently working on the North East and South East outer London boroughs. These HR communities are are mostly female (approximately 80% of HR employees based on all the Outer London OCUs are female).

A proportion of the HR community may have caring responsibility, work part time and may be affected by the need to work at a different location and they may face barrier to travelling relating to these responsibilities. E.g. Individuals with caring responsibility may not have access to local support as a contingency if they are unable to return home at the planned time and therefore may not want to risk the delays of the transport system.

A proportion of the older female staff may have medical conditions and as a result face a barrier to relocation if they have a long journey to work e.g., they may be going through menopause and as a result of the symptoms may feel unable to travel and unwilling to disclose the circumstances.

The consultation with the Disabled Staff Association highlighted that the data collection did not include disability and it was agreed that this resullts from the limitations of data and the reluctance of inividual to register themselves as disabled e.g some staff may be disabled but may they may not need adjustment to their work environment and therefore the data would not necessarily reflect the whether ther is a negative or positive impact.

The assessment also highlighted that the HR community that are currently based at ESB and its local OCUs included a greater range of different ethnicity and gender mix than at other locations in the MPS.

(ii)   Will any part of the proposal be directly or indirectly discriminatory?

Explain:

The change to how HR functions in the MPS has been documented in the Business Case and has been supported with quantitive and qualitative evidence for the change. The Business Case has been approved by Investment Board and the MPA and that recognise that Transforming HR is a business improvement programme.   The introduction of a shared service centre will provide improved opportunities for flexible working with new roles and better career and development opportunities. The beneficiaries of this are likely to be female as a result of the numbers in the existing HR organisation. The Programme needs to retain the skill and experience of the existing HR and is encouraging HR staff to consider a future role in HR.

(iii)   Is the proposal likely to negatively affect equality of opportunity? No Explain:

Both the impact on the HR community and the User has been considered:

Impact on the HR Community.
The Programme is ensuring equality of opportunity in the future structure by having clearer job roles and improving the career pathways for HR employee.

To transition HR employees to the new organisation the Programme will use an approach that is based on objective criteria.The approach is outlined in the THR Transition Strategy.

It has been identified in section 4 (i) that members of staff may have circumstances that may prevent them from commuting to a new work location. Each of these circumstances will be considered on an individual basis and redeployment will be an option that may meet the need of these members of staff.

For the users
One of the success criteria is ensuring that consistent and quality advice is provided by expert HR professionals.
Improving the access to the HR services has also been considered. HR will be more accessible by telephone and self service and there will also be access to face- to face experts from HR for cases where there is the need.

To ensure equality of opportunity the Programme will need to consider the specific user requirement of callers and service users and ensure that this is taken into account when designing the shared service centre facilities. E.g. the use of or flag or markers on MetHR or the case tool showing customer requirement so that they don't have to explain their requirements each time they contact or are sent information e.g theneed for large print or braille.

The Programme will also need to ensure that the training delivered to HR members of staff includes - providing a service for users with different needs e.g that contact points at the Shared Service Centre understand transgender issues like transition stages, and they need to be aware not to assume marital status for LGBT service users and members of staff.

(iv)   Is the proposal likely to adversely affect relations between any particular groups or between the MPS and those groups?
Explain:

The Programme team meet regularly with stakeholder groups, hold monthly HR Forum and the Equality Impact
Assessment has engaged with the Diversity and Citizen Focus and the Disabled Staff Association. These engagement activities provide routes for feedback into the Programme – The risk of adversely affecting relations between any groups has not been identified as a risk or issue.

(v)   Are there any other community concerns, opportunities or risks to communities arising from the proposal?

Explain:

There will be a higher volume of commuter traffic to ESB. However, in terms of disproportionate impact on the external community there have been no identified risks associated with the proposal.

(vi)   Is the proposal likely to harm positive attitudes towards others and discourage their participation in public life?

Explain:

No risk have been identified

From the answers supplied, you must decide if the proposal impacts upon diversity or equality issues. If yes, a full impact assessment is required. If no, complete the following box and enter a review date at the end of the form.

Full Impact Assessment Required – Yes

5. Full Impact Assessment – see step 5 of guidance

Explain the likely differential impact (whether intended or unintended, positive or negative) of the proposal on individual service users or citizens on account of:

Age: older people, children and young people.

Details:
No

Disability in line with the Social Model.

Details: HR will be more accessible to all as it includes multi level access points. There will be an increase to self service, individuals will not physically need to attend a HR Unit to access their records or to obtain information
Also there will be 24/7 access to customer advisors by telephone. This will be an improvement to HR service users that face barriers resulting from mobility related disability.

Whilst ESB may not be 'local' to all of the staff in the MPS, it has good accessibility and modern facilities for staff with disabilities that are not available in many other MPS buildings e.g. Firewall lifts, PEEP system for evacuation and hearing loops.

Faith, religion or belief: those with a recognised belief system or no belief.

Details: No
Most of the HR staff will be based at ESB where there are prayer facilities adjacent to main building. Met Police Catering will provide the catering that accommodates different dietary needs e.g. Vegetarian and Halal products.

Gender or marital status: women and men.

Details:
The positive impact is that through the Programme there will be new roles and better career development opportunities for staff and as the majority of

employees are currently female they are likely to be the beneficiaries of this improvement.

There will be a negative impact will be for female employees and this has been considered in section 4(i) of this Impact Assessment

Race, ethnicity, colour, nationality or national origins.

Details:

No impact has been identified under this criteria (an extract of the analysis relating to ethnicity is attached as an appendix to this document)

Sexual orientation, transgender or transsexual issues.
Details:
There may be unintended impact on trans-gender members of staff. E.g. when transgender staff go through transition their voice may mirror whom they are transitioning from and they may face barriers when communicating with HR shared services.
Actions to mitigate this have been outlined in section 4 (iii) – Screening Process for relevance to Diversity or Equality issues.

a) Other issues, *e.g.* public transportation users, homeless people, asylum seekers, the economically disadvantaged, or other community groups not covered above.
Details:
No

(b) Is the proposal directly or indirectly discriminatory? Is there a genuine occupational requirement?
   Details:
   No

(c) Explain how the proposal is intended to increase equality of opportunity by permitting positive action.

   Details:

The Programme will improve equality of opportunities mainly by designing a better career structure for HR with better   definition of roles and responsibility and also better development opportunities.

It will promote equality of opportunity by providing HR expertise as appropriate to enhance the quality decision making with regard to people management issues.

(d) Explain how the proposal is likely to promote good relations between different groups.

   Details:

One of the Programme's main objectives is to improve relation between HR and the business by delivering a HR service that is better aligned to the MPS business goals and provides a consistently higher quality service.

HR staff may gain better satisfaction resulting from the recognition of better service delivery.

(e) Explain how the proposal is likely to promote positive attitudes towards others and encourage their participation in public life.
Details:
Not applicable

(f) Explain how the proposal enables decisions and practices to adequately reflect the service users perspective.

Details:
The restructuring of HR is focussed on improving service for the users. Key roles will have strategic responsibility to make sure that HR provides a user and business focussed service, adding value and continually improving the service e.g. Business Partners and Strategic HR Advisers will be based in the Business and act as interface between HR and the the users.

6. Modifications – see step six of guidance

Could the proposal be modified to reduce or eliminate any identified negative impacts, or create or increase positive impacts? What improvements have been made?

The impact is not determined to be unjustifiably adverse. Members of HR staff, the majority of which are female will benefit from the improvements to HR as shown in Section 1 of this document. Actions have been identified through risk management to mitigate the negative impact on staff

The actions include:

• Agreement to work with in partnership with Diversity and Citizen Focus during the transition to identify with the HR community further opportunities to provide assistance.
• Reviewing each request to transfer from HR individually and not restricting the movement of staff.
• Considering temporary filling of vacancies - where appropriate.
• Ensuring that the new organisation and team design provide opportunities for flexible working.

7. Further Research – see step 7 of the guidance

Given the analysis so far, what additional research or consultation is required to investigate the impacts of the proposal on the diversity strands?

Additional data gathering is being planned to establish more detail about the status of HR employee e.g., working pattern, disability, and other issues e.g. carer.

Consultation with the affected groups is planned as part of the Programme and through working in partnership with the Diversity and Citizen Focus Directorate.

8. Decision Making – see step 8 of guidance

Name, rank or grade of decision maker: Claire Hunt, Band S, Head of Strategic HR

a. What is the Decision?
   Introduce the proposal

b. Name, rank or grade of SMT member (B)OCU/ Management Board endorsing decision:
Martin Tiplady – Director of Human Resourcing

9. Monitoring – see step 9 of guidance

a.   How will the implementation of the proposal be monitored and by
   whom?

The, Programme Board, User Group and the MMP will monitor implementation of the Programme.
The Diversity Impact will be included on the Programme Implementation Project Plan, assigned to a Work stream Lead to review and complete actions.

b.   How will the results of monitoring be used to develop this proposal and
   its practices?

The review will identify possible issues or risks that may need further consultation or action.

c. What is the timetable for monitoring, with dates?

This will be included on the Programme Implementation Plan that will be developed at the end of the Planning Phase.

10. Public Availability of report/results – see step 10 of guidance

What are the arrangements for publishing, where and by whom?

The Assessment will be published in line with the EIA guidance SOP – which is as part of the HR Directorates list of EIAs on the Internet and Intranet, together with a commitment to provide the full assessment on request.

A chart is produced at the end of the appendix entitled 'An Ethnicity Breakdown of the current HR organisation by location'

The locations featured include ESB, Neighbour Borough, First Ring, Second Ring and Outer Ring. Taking each location individually:

ESB:
Just over 400 HR staff are located at ESB. The vast majority of these are white staff, with the bulk (approx 300) White British. The remainder of staff are either not stated or from a BME background. The majority of these staff are of Black British and Black Carribbean origin.

Neighbour:
Just over 50 HR staff are located on a neighbouring Borough. Approximately 15 of these staff are from a BME Background, the remainder are stated as White British and White Irish respectively.

First Ring:
Approximately 250 staff are shown in the First Ring of Boroughs. Approximately 150 of these staff are stated as White British, White Irish or White Other. A significant minority of approximately 60 staff are from a BME background, with a the largest number being staff from an Indian background. Of the remainder there are similar numbers of staff from Black Carribbean, Black British and Chinese backgrounds.

Second Ring
The second largest group of staff is located within the second ring. Of a total of just under 300 staff, approximately 70 are from a BME Background. Again, the largest number of these staff are from an Indian Background.

Outer Ring
Approximately 70 staff are located in the outer ring, by far the second smallest grouping by location after neighbour boroughs. Nearly all of these staff are from a White British background with a small number (totalling approximately 10) from Indian and Greek and Greek Cypriot backgrounds.