

# Cabinet – Supplementary agenda

**A meeting of the Cabinet will be held on:**

**Date:** 27 January 2011

**Time:** 3.00pm

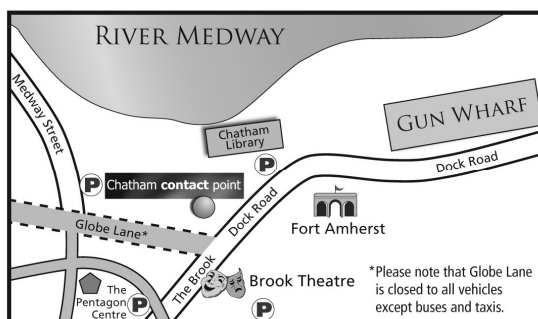
**Venue:** Meeting Room 2 - Level 3, Gun Wharf, Chatham, Dock Road, Kent ME4 4TR

## Items

3. **Budget Savings - Proposed Staffing Reductions – Addendum Report** (Pages 1 - 36)

For further information please contact Wayne Hemingway/Anthony Law, Cabinet Coordinators on Telephone: 01634 332509/332008 or Email: [democratic.services@medway.gov.uk](mailto:democratic.services@medway.gov.uk)

**Date: 27 January 2011**



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## **CABINET**

**27 JANUARY 2011**

### **BUDGET SAVINGS - PROPOSED STAFFING REDUCTIONS**

#### **ADDENDUM REPORT**

Portfolio Holder: Councillor Alan Jarrett, Deputy Leader and Finance

Report from: Tricia Palmer, Assistant Director, Organisational Services

#### **Summary**

This addendum report supports the budget savings report and outlines some additional posts which will be subject to consultation. The report requests the Cabinet to authorise the Chief Executive and Directors to commence formal consultation in relation to the deletion or changes to these posts.

#### **1. Budget and Policy Framework**

1.1 Service policy implications are a matter for Cabinet.

1.2 Employment matters are a Council side function.

1.3 The Cabinet is asked to consider this matter as urgent and not subject to call-in. In line with rule 16.11 of Chapter 4, Part 5 of the Constitution, call-in can be waived where any delay likely to be caused by the call-in process would seriously prejudice the Council's or the Public's interests. To ensure that the consultation process can end in early March, and enable the consideration and determination of the outcome of consultations it is essential that the consultation process commences at the beginning of February. This will enable the Council to maximise the level of savings for the following financial year. It is for this reason that call-in be waived. The Chairman of the Business Support Overview and Scrutiny Committee has agreed to waive call in on the addendum report together with the main report on the basis that this matter is reasonable in all the circumstances and to it being treated as a matter of urgency in accordance with Rule 16.11 of the Overview and Scrutiny Rules (Part 5 of Chapter 4 in the Constitution).

## **2. Background**

- 2.1 This report covers some additional posts which will require consultation with staff and trade unions in relation to possible deletion or changes to posts. It follows on from the main report being considered by Cabinet. In addition there have previously been a number of posts being considered under Chief Executive and Directors delegated powers, which fall mainly within the Children and Adults Directorate and Business Support Department and the consultation on these posts has already commenced.

## **3. Proposals**

### **3.1 Planning Policy & Design service (formerly Local & Regional Planning)**

#### Current Service

This service comprises four teams:

- Development Plans & Research
- Design & Conservation
- Rural Strategy
- GIS (Geographic Information Systems)

The team is responsible for a range of functions, including the Development Plan/Local Development Framework, Listed Buildings and Conservation Areas, Urban and Landscape Design and Rural Projects. The very small GIS team provides a corporate geographic information service that encompasses all digital mapping including web mapping and maintenance of the LLPG (Local Land and Property Gazetteer).

It has an establishment of 22 FTE, one of which is externally funded. The Development Plans & Research team has 9 posts, Design & Conservation 5 and Rural Strategy/GIS 7.

The proposal set out below is in addition to the proposals to delete the Senior Conservation Post included in the main report and a further post of Special Projects Officer, which is currently being consulted upon, under officers' delegated authority.

#### Proposal

Apart from the general need to reduce costs the service will need to respond to anticipated changes to the planning system, being progressed through the Localism Bill, and reduced capacity within the council to undertake related work.

Given these factors it is considered that a fundamental review of the whole service should be undertaken. It is intended that alternative structures will be assessed, including a possible reduction in the number of teams, reporting arrangements and post gradings. The overall aim will be to implement a more flexible structure better able to respond to changing work demands.

It is expected that the review will result in savings of at least £110,000 and affect up to 5 posts.

#### Impact on Service

A reduction in the establishment will inevitably impact on the capacity to deliver. In particular it will limit ability to undertake discretionary work.

#### Mitigation

It is considered that a more flexible structure can offset this to some degree and this will be tested through the review process.

### **3.2 Development Management**

#### Current position

Development Management are essentially involved in the statutory function of processing of planning applications and the investigation of breaches of planning control. While it is not a statutory function to take enforcement action against breaches of planning control there is a requirement to investigate, assess and consider appropriate action in relation to breaches. Development Management essentially comprises a number of teams:

- Technical validation team
- Customer first point of contact
- Officer householder application team
- Officer non householder application team
- Enforcement Team
- Support Officers such as S106 monitoring officer, Business Support Manager, Service Monitoring Officer, Appeals Officer and Conditions Officer

#### Proposal

In reviewing how Development Management can best achieve its savings target for 2011/12 and discharge its core functions the following proposals are made:

- Increase Planning application fee income by £100,000 to reflect the likely increase in planning fees to be introduced in April.
- Delete a Planner/Senior Planner post
- Delete the Planning and Research Assistant post
- Delete the Enforcement Administrator post
- Delete vacant Enforcement Officer Post.

It is proposed that this will result in a total saving of £200,479

#### Impact on service/Mitigation

The proposed diminution of Planner/Senior Planners from 13.5 to 12.5 will not impact significantly on the service due to the current economic downturn and

slight reduction in application numbers and by stopping doing certain parts of the service which are not statutory and are non chargeable.

The deletion of the Planning and Research Assistant post will impact on the support services offered by the customer contact team, particularly in times of annual leave and sickness. It is proposed that the duties of this post will be dissipated across existing posts within the team.

The deletion of the Enforcement Administrator post will have an impact on the logging and monitoring of enforcement complaints and the maintenance of the computer processes relative to enforcement. It is proposed that the administrative logging duties will transfer to the technical officer validation team, with other monitoring tasks transferring to the enforcement team and the Service Monitoring Officer. The deletion of one of the Enforcement Officer posts will impact on the speed of the investigation of breaches of planning control, but the post has been vacant since September 2010 and in that time the enforcement duties have been spread to include the planners/senior planners undertaking some enforcement work.

### **3.3 Proposal to restructure Visitor Information Centre (VIC) and reduce opening hours**

#### Current Position

The VIC serves both visitors and local residents and provides information, advice, ideas and an exceptional customer welcome. It is used by approx 280,000 visitors per year and is comfortably the second most frequented VIC in Kent after Canterbury. The VIC links well with the coach park at Rochester Riverside, via the coach drop-off area at the back of the centre. The VIC houses a popular and profitable shop, an art gallery, public toilets and café. The building in which it is housed (95 High Street) was sold in 2010 and the Council lease the ground floor. For the moment, meeting rooms above the VIC remain available for hire (for which the VIC acts as commission agent for the new owners).

Council budget pressures and a decision to cut back on activity related to town centre management and international relations has necessitated a review in terms of the management of the centre and of its public opening hours.

#### Proposal:

It is proposed that:

- The post of VIC Manager/Town Centre Manager/International Relations Manager is deleted due to the Council's decision to significantly reduce its active operational activity in town centre management (TCM) and international relations.
- The post of Deputy VIC Manager is deleted (vacant)
- A new management structure is proposed at the VIC. It is proposed that two new posts are created. These are 1 x VIC Manager and 1 x VIC Supervisor supported by a team of information assistants.

- The centre will be open to the public at 10am between Monday and Friday (rather than the current 9am), but still open at 10am on Saturdays and 10.30am on Sundays
- It is proposed that daily closing times remain as they are now – at 5pm on all days when the centre is open
- From October 2011, it is proposed that the centre closes every Sunday between 1st Oct and 31st March each year except for major festival and special days on the request of the Head of Service
- It is further proposed that staff begin work at 9.45am between Monday and Friday instead of the present 9am.

It is proposed that these changes will achieve approximately £30,000 of staff costs savings equivalent to 18% of the current staff budget

### Rationale

There are three reasons for the changes being proposed

- Service changes – dedicated town centre management and international relations work will be diminishing. The current VIC manager post-holder had reduced his core role hours to 2.5 days per week in recent years to accommodate a strategic need (until now) to extend the Council's capacity in town centre management and active international relations work.
- Budget further savings – In addition to the modest savings made by the transfer of the VIC to a lease arrangement, the VIC needs to achieve a net savings on staffing costs, to contribute to the extensive budget savings which are required of the tourism service. This would be achieved with the combination of the changes to opening hours outlined above together with changes in centre management.
- Customer demand - the proposed changes to opening hours are also a response to customer need whereby the customer footfall before 10am on weekdays is generally and relatively low, as it is on Sundays during the winter months, other than on occasions of special events.

## **3.4 Economic Development & Social Regeneration Service**

### Current position

The Economic Development & Social Regeneration team works to support local business start up, growth and job creation in Medway. The Service delivers intensive employment support to help the unemployed find jobs; implements neighbourhood improvement programmes with local communities and oversees Medway's strategic economic development. The service works to improve access to services by local disadvantaged communities, including ethnic minorities. The Service has several front line responsibilities, including the management of the Medway Innovation Centre, four community centres and three markets. The Service has a renowned reputation in securing substantial amounts of external funding, particularly EU funds, benefiting services across the Council and other local organisations.

## Proposal

The Service currently comprises 19 posts that are financed by the Council revenue budget. The proposal is to delete 11 posts and create 3 new posts. These changes are required to enable the Service to meet the proposed budget savings of £376,000 for 2011-12.

The 11 posts to be deleted are:

- 1 x Strategy & Major Projects Officer (vacant)
- 1 x Rochester and Strood Town Centre Manager
- 1 x Apprentice Economic Development Assistant
- 1 x Assistant Economic Development Officer
- 1 x Employ Medway Programme Manager
- 1 x Community Outreach Co-ordinator
- 1 x Community Inclusion Officer
- 4 x Hall Attendants

## Impact on service/Mitigation

These proposed changes will reduce our staffing capacity to progress a new Economic Development Strategy for Medway and it will reduce the resources that we have available to administer Medway's "Seeds for Business Growth" business support programme. This may affect the number of businesses that the Service can serve and business jobs created. It also means a further reduction in staffing for town centre management. It is proposed that the Strood town centre management duties transfer to the Gillingham Town Centre Manager and the Rochester duties transfer to the Chatham and Rainham Town Centre Manager.

A new post of Principal Social Regeneration Officer will be created to oversee the management of the community centres and the delivery of Medway's employment support and social regeneration programmes.

Two new posts of Community Centre Officers will be created to lead on day-to-day service provision across the four community centres. These changes will reduce the capacity of Medway's social regeneration and community outreach programme.

It is also proposed that the post of Managed Workspace Coordinator is transferred to Medway Innovation Centre and funded from rental revenue. This will represent a further saving on Council Revenue. It will not impact on service provision.

## **4. Union Consultations**

- 4.1 Early discussions have been held with the trade unions in relation to all the posts identified in the main report and this addendum. Whilst they understand the budget position they are clearly concerned about the impact on employees. They are of the view that a 90 day consultation period is now required due to the numbers. The legal duty is to consult for 90 days if there



are more than 100 people proposed to be dismissed from an establishment in a 90 day period. However given the fact that the dismissals will take place over a period of time and that a number of posts are in different establishments it is the employer's view that it is reasonable to consult for 30 days.

## **5. Next steps**

- 5.1 It is anticipated that many of these proposals will result in compulsory redundancies albeit the option of redeployment will be pursued in the first instance. A summary of the posts affected is shown at Appendix 1 (for ease of reference all the posts to be consulted on have been included). Staff affected will have been informed in advance of the Cabinet meeting and if Cabinet agrees the recommendations, then the formal consultation period will start at the beginning of February 2011. The outline timetable remains as in the main report. Clearly at this stage it is difficult to predict the actual number of redundancies and associated costs. The actual number of redundancies together with their costs will be reported to the Employment Matters Committee.

## **6. Diversity Impact Assessment**

- 6.1 It is recognised that reductions in public spending are likely to lead to difficult financial decisions. Under the equality legislation the council has legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality. The law requires that 'due regard' is demonstrated in the decision-making process. In practice the authority must show it has thoroughly considered any impact these decisions could have on equality groups before any decisions are arrived at. These considerations and the assessment must identify methods of mitigating or avoiding any adverse impact that could amount to unlawful discrimination. Failure to properly assess the impact of decisions risks leaving the authority open to legal challenges and residents and service users could feel that their concerns are not being listened to.
- 6.2 The Diversity Impact Assessments screening exercise has been carried and is attached at appendix 2. These assessments identify that the reductions proposed to the social regeneration team will not impact adversely on minority ethnic groups because the service will continue its community cohesion work within its proposed revised staffing structures. This will mitigate against a possible disproportionate impact on minority ethnic groups. The impact will continue to be monitored closely to ensure that any unidentified and unintended negative impact is recognized and responded to. In addition, the Diversity Impact Assessment for the School Improvement Service (considered in the main report) is also attached at Appendix 2.

## **7. Financial, Risk and legal implications**

- 7.1 The financial implications are summarised in the body of the main report and addendum report and the overall proposed savings are shown at Appendix 1.
- 7.2 The duty to consult arises where the employer proposes to dismiss as redundant 20 or more employees at one establishment within a period of 90

days or less. As the Council proposing to make less than 100 employees redundant within a 90 day period, then the duty to consult is for a 30 day period.

- 7.3 Officers' delegated authority only applies to reorganisations where there are no significant service or policy implications and therefore Cabinet is asked to recommend to Council that delegated authority is given to the Directors and Chief Executive to consider any alternative proposals presented by employees and the trade unions and implement any subsequent restructure. The process of redundancies will be in accordance with the Council's organisational change policy and procedure.
- 7.4 Any reduction in staffing inevitably has a risk attached to it. Each service has carefully considered the impact of the proposed changes both on services staffing. Any proposed mitigating action is contained in the body of the report, and clearly the consultation period will allow further time to consider this further. Diversity impact assessments have been completed for each service, and strenuous efforts have been made to protect services as far as possible. Diversity Impact Assessments will be carried for staff once the impact on individuals is known. However, to protect employees as much as possible many services have identified the deletion of vacancies as the first option. Every effort will be made to redeploy staff and ensure that vital skills remain within the organisation.

## **8. Revised Recommendations**

- 8.1 That Cabinet authorises the Chief Executive and Directors to undertake consultation with staff and trade unions on the proposals set out in the main report and addendum report.
- 8.2 That Cabinet is asked to agree that the above decision is considered urgent and therefore should not be subject to call-in.
- 8.3 That Cabinet is asked to recommend to Council to authorise the Chief Executive and Directors to consider and determine all consultation responses received in respect of the affected posts, set out in the main report and addendum report and implement any subsequent restructure.

## **9. Suggested reasons for decision**

- 9.1 To respond to the reduction in funding from April 2011.

### **Lead officer contact**

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### **Background papers**

None

## Posts affected by saving proposals

| <b>Service</b>                               | <b>Posts affected</b>   | <b>Saving 2011/12 (£K)</b>                 | <b>Posts at risk</b>                                      |
|--|---|--|---|
| Learning and Achievement                     | Reorganise School Improvement Service   | 500 (dependent on grant - to be confirmed) | 60 (a residual function will remain with approx.20 posts) |
| Safer Communities                            | Integrate Enforcement teams   | 228  | 6   |
| Conservation Service                         | Delete Senior Conservation Officer  | 55   | 1   |
| Tourism                                      | Service Manager   | 55   | 1 (resigned)  |
| Greenspaces                                  | Tree Manager  | 50   | 1   |
| Democratic Services                          | All staff in Democratic Services and 1 Members Services Officer (Temp)  | 92   | 2   |
| Strategic Housing Services                   | Empty Homes and Efficiency Team Leader , B2 and 2x FTE Empty Homes and Energy Efficiency Officers, C2                                       | 90   | 1 occupied and 2 vacant                                   |
| Planning Policy and Design                   | Fundamental review of the service   | 110  | Up to 5   |
| Visitor Information Centre                   | Delete Visitor Information Centre manager post<br>Deputy Visitor Information Centre post (vacant) and put new management structure in place | 30   | 1 occupied and 1 vacant                                   |
| Economic Development and Social Regeneration | Reduce by 10 posts:<br>1 x Rochester and Strood Town Centre Manager<br>1 x Apprentice Economic  | 376  | 10  |

|                        |   |              |                         |
|------------------------|---|--------------|-------------------------|
|                        | Development Assistant<br>1 x Assistant Economic Development Officer<br>1 x Employ Medway Programme Manager<br>1 x Community Outreach Co-ordinator<br>1 x Community Inclusion Officer<br>4 x Hall Attendants |              |                         |
| Development Management | Reduce Planners/Senior Planners from 13.5 to 12.5<br><br>1 x Planning and Research Assistant<br><br>1 x Enforcement Administrator<br><br>1 x Enforcement Officer (vacant)                                   | 200          | 3 occupied and 1 vacant |
| <b>Total</b>           |   | <b>1,786</b> |                         |

## Diversity Impact Assessment: Screening Form

|   |  |   |  |
|---|--|---|--|
| <b>Directorate</b>  | <b>Name of Function or Policy or Major Service Change</b>  |   |  |
| <b>Children and Adult Services</b>  | <b>Restructure of School Improvement Service</b>   |   |  |
| Officer responsible for assessment  | Date of assessment   | New or existing?  |  |
| Christopher Cannon  | January 2011   | New   |  |
| <b>Defining what is being assessed</b>                                    |  |   |  |
| <b>1. Briefly describe the purpose and objectives</b>                     | Significant cuts in funding including an end to external grant funding of £4,930,000 for school improvement from end of March 2011 plus reductions of between £500,000 and £1 million in the Medway base budget, combined with the Schools White Paper which ushers in a radical change of policy including the end of school improvement partners (SIPs) and the LA role as a provider of school improvement, means that Medway must end its current provision and design a new, smaller service proportionate to need and fit for purpose. |   |  |
| <b>2. Who is intended to benefit, and in what way?</b>                    | Children and Young People should have the best start in life<br>Improving the performance of Schools through challenge and support<br>Medway council in terms of maintaining services within new, reduced budgets  |   |  |
| <b>3. What outcomes are wanted?</b>                                       | (1) Improved school performance<br>(2) Raising the attainment of children and young people<br>(3) Establishing the local authority as a credible commissioner and provider of traded services in the new school improvement market driven by the government  |   |  |
| <b>4. What factors/forces could contribute/detract from the outcomes?</b> | Contribute<br><br>Efficient, effective and timely implementation of the restructure proposals  | Detract<br><br>Restructure proposals are delayed<br><br>Shortfall in funding needed to deliver high quality service |  |
| <b>5. Who are the main stakeholders?</b>                                  | (1) Children and young people in Medway<br>(2) Schools, head teachers and teachers<br>(3) School governors<br>(4) Parents<br>(5) Medway council  |   |  |
| <b>6. Who implements this and who is responsible?</b>                     | Director of Children and Adult Services  |   |  |

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|   |    |   |
| <b>Assessing impact</b>   |    |   |
| <b>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?</b> |    | Brief statement of main issue   |
|   | NO | The restructure plus the new school improvement market should be able to respond to schools' needs in this area. The council will make its best endeavours to support learners who are disadvantaged through a focus on narrowing the gap. For information, the school population at May 2010 showed that 86.2 per cent of pupils are white, 4.4 per cent are Asian and 2.9 per cent are Black.   |
| <b>What evidence exists for this?</b>   |    | There is no evidence that restructure will impact on these groups because funding to support ethnic minority achievement will be in the Dedicated Schools Grant in 2011/12. Given that this resource will be channelled to schools plus the LA will still have its own Ethnic Minority Achievement Grant (EMAG) there is no reason to believe that ethnic minority groups would be especially or adversely affected by a restructure in school improvement. The LA's EMAG will be targeted at challenge and support of schools where there is evidence such as KS2 and 4 results which show that these pupils are under achieving.<br><br>No issues relating to race have been highlighted by Ofsted inspections. |
| <b>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</b>           |    | Brief statement of main issue   |
|   | NO | There is no reason to believe that children and young people with a disability would be especially or adversely affected by the restructure.  |
| <b>What evidence exists for this?</b>   |    | Special schools and resourced provisions in mainstream schools receive support from school improvement staff. Schools will be able to purchase support from the commissioning and traded services unit and specialist support can be commissioned. The restructure will not impact on these groups because current school provision for disability will not be affected by changes in the LA school improvement team  |
| <b>9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?</b>               |    | Brief statement of main issue   |
|   | NO | The main gender issue in school improvement at the present time in Medway is the under-achievement of white working class boys.   |

|  |  |  |
|--|--|--|
| <b>What evidence exists for this?</b>  | The school improvement service serves the interests of all pupils through its work with schools. May 2010 statistics show that 20,297 girls and 20,847 boys were attending Medway schools. Boys' performance is below that of girls in literacy. This mirrors regional and national trends in gender differences in school attainment. It is proposed that the draft new structure will include support to schools to reduce the gap between the least advantaged and their peers. |  |
| <b>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</b>                      |  | Brief statement of main issue  |
|  | NO   | Sexual orientation is more likely to present as an in-school social/emotional issue rather than a school improvement issue   |
| <b>What evidence exists for this?</b>  | There is no evidence that the restructure will impact on sexual orientation. It is unlikely that a restructure to school improvement services would have any direct affect on children and young people for whom sexual orientation is a matter of importance  |  |
| <b>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</b>               |  | Brief statement of main issue  |
|  | NO   | The current school improvement service commissions advisory support for religious education when it is needed. There is scope for this business model to continue in the new structure |
| <b>What evidence exists for this?</b>  | There is no evidence that restructure will impact on religion or belief because this is not a curriculum area for which schools seek LA support. However, we shall continue to make a contribution towards the maintenance of the SACRE. The SACRE represents different faith groups and meets regularly.  |  |
| <b>12. Are there concerns there <u>could</u> be a differential impact due to people's age?</b>                                   |  | Brief statement of main issue  |
|  | NO   | There is no differentiation by age   |
| <b>What evidence exists for this?</b>  | The new structure will support pupils throughout the school age range. The restructure will not impact adversely on age because it will continue to provide challenge and support for schools in all phases from primary pupils to age 19 and beyond.  |  |
| <b>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?</b> |  | Brief statement of main issue  |
|  | NO   | Where they exist, transgender or transsexual issues are more likely to present as an in-school social/emotional issue rather than a school improvement issue                           |
| <b>What evidence exists for</b>  | There is no evidence that restructure will impact on   |  |



|   |  |   |
|---|--|---|
| this?   | being transgender or transsexual. It is unlikely that a restructure of school improvement services would have any direct affect on children and young people who are transgender   |   |
| 14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)? |  | If yes, which group(s)?   |
|   | NO   | It is not anticipated that a restructure of the school improvement service will impact significantly on any particular groups. However, the structure will provide enhanced resource compared with the current allocation for a group for which the council undertakes the important role of corporate parent: looked after children (LAC).   |
| What evidence exists for this?  | <p>The council intends in the restructure to ensure that looked after children (LAC) are appropriately supported so that they are not disadvantaged and to ensure the council undertakes its very important responsibilities as corporate parent.</p> <p>It is intended to significantly increase the resource to provide a Virtual Head teacher to have oversight of, and to champion, the educational provision for LAC. This additional resource will enable the council to challenge and support schools in which LAC are pupils to ensure they have high aspirations and high expectations of their LAC..</p> |   |
| 15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?  |  | Brief statement of main issue   |
|   | NO   | Multiple discriminations such as disability and age are not generally issues which are at risk in the management and delivery of the school improvement service   |
| What evidence exists for this?  | There is no evidence that restructure will impact on multiple discriminations but members of the school improvement service are professionals who are proficient at being flexible in meeting the needs of clients to ensure equity of provision.  |   |
| <b>Conclusions &amp; recommendation</b>   |  |   |
| 16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?   |  | Brief statement of main issue   |
|   | NO   | One of the biggest challenges in Medway in terms of diversity and equalities is the gap in achievement between the most disadvantaged and their peers. The restructure will provide the capacity and resource to challenge and support schools to reduce the gap in achievement between these children and young people. This will be achieved by sharing good practice with schools and teachers, benchmarking with schools which have similar intakes but achieve better results with a narrowed gap, developing teaching and learning strategies to meet the needs of diverse learners and those with a range of learning abilities. |



|  |     |  |
|--|-----|--|
| <b>17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?</b> | YES | There is no evidence of adverse impact in this respect but there is recognition that it is the least advantaged children and young people who suffer most when a school underperforms. Therefore the resource and capacity of the new structure will be focused on working with the schools with the greatest needs in terms of improving school leadership, improving teaching and learning. The clear focus and highest priority of the new structure will be to challenge underperforming schools so that all learners achieve better outcomes. |
|  | NO  |  |

Recommendation to proceed to a full impact assessment?

|           |   |
|-----------|---|
| <b>NO</b> | <p>This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case.</p> <p>The new structure is designed to focus resources on the greatest needs in Medway. Where schools are at risk of not achieving the government's new floor standards or are in an Ofsted category signalling serious concerns, the restructured school improvement service will be able to provide robust challenge and proportionate support.</p> |
|-----------|---|

|  |  |
|--|--|
|  | Minor modifications necessary (e.g. change of 'he' to 'he or she', re-analysis of way routine statistics are reported) |
|  |  |

**Action plan to make Minor modifications**

| <b>Outcome</b> | <b>Actions (with date of completion)</b> | <b>Officer responsible</b> |
|----------------|--|----------------------------|
|                |  |                            |
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| <b>Planning ahead: Reminders for the next review</b>   |                           |  |
|--|---------------------------|--|
| <b>Date of next review</b>   | No further review planned |  |
| <b>Areas to check at next review (e.g. new census information, new legislation due)</b>                            |                           |  |
| <b>Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?</b> | No                        |  |
| <b>Signed (completing officer/service manager)</b>   | <b>Date</b>               |  |
| <b>Signed (service manager/Assistant Director)</b>   | <b>Date</b>               |  |
| <b>C Cannon</b>  | <b>19.1. 2011</b>         |  |

*NB: Remember to list the evidence (i.e. documents and data sources) used*

## Diversity Impact Assessment: Screening Form

|  |  |                             |  |
|--|--|-----------------------------|--|
| <b>Directorate</b><br><br><b>RCC</b>   | <b>Name of Function or Policy or Major Service Change</b><br><br><b>Planning Policy &amp; Design Group (formerly Local &amp; Regional Planning)</b>  |                             |  |
| Officer responsible for assessment<br><br>Brian McCutcheon<br>Planning Policy & Design Manager | Date of assessment<br><br>25 January 2011  | New or existing?<br><br>New |  |
| <b>Defining what is being assessed</b>   |  |                             |  |
| <b>1. Briefly describe the purpose and objectives</b>  | <p>The Planning Policy &amp; Design service provides a range of statutory and discretionary services, including dealing with all aspects of the development plan/LDF, listed building applications, developments in conservation areas rural policy and projects and GIS (Geographic Information Systems).</p> <p>The necessity of reducing budgets across the authority caused by reduced Government funding, together with impending legislative changes has required a critical assessment as to how the service can be best delivered in the future. For example the Localism Bill will introduce the concept of Neighbourhood Planning and some heritage functions may transfer to local authorities. Adjustments to the service to best anticipate the impact of these changes is therefore appropriate, including a more flexible organisational structure. However core services will continue to be delivered and in ways that meet the needs of all sections of the community.</p> <p>It is anticipated that the review will affect up to 5 posts and, potentially result in the amalgamation of teams within the service.</p> <p>This Diversity Impact Assessment reviews the likely impact of this proposal.</p> |                             |  |
| <b>2. Who is intended to benefit, and in what way?</b>   | <p>Necessary savings are intended to be achieved in ways that will not disproportionately impact on or disadvantage any section of the Council, its residents and its businesses. It is intended that a reduction in overall capacity will, to some extent, be offset by a more flexible structure.</p>  |                             |  |
| <b>3. What outcomes are wanted?</b>  | <p>A reduction in the establishment of the Planning Policy &amp; Design service but in a way that minimises the potential impact on any sections of the Council, its residents or businesses.</p>  |                             |  |

|   |   |                                 |
|---|---|---------------------------------|
| <b>4. What factors/forces could contribute/detract from the outcomes?</b> | Contribute<br>Consultation<br>More flexible structure   | Detract<br>Lack of consultation |
| <b>5. Who are the main stakeholders?</b>                                  | Medway Council, residents and businesses.   |                                 |
| <b>6. Who implements this and who is responsible?</b>                     | Medway Council Cabinet, Director of Regeneration, Community and Culture and Planning Policy & Design Manager. |                                 |

| <b>Assessing impact</b>  |   |   |
|--|---|---|
| <b>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?</b>  | NO  | Brief statement of main issue:<br>Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups. |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |
| <b>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</b>            | NO  | Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups.                                   |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |
| <b>9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?</b>                | NO  | Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups.                                   |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |
| <b>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</b>        | NO  | Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups.                                   |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |
| <b>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</b> | NO  | Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups.                                   |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |

|  |   |   |
|--|---|---|
| <b>12. Are there concerns there <u>could</u> be a differential impact due to people's age?</b>   | NO  | Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups. |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |
| <b>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?</b>   | NO  | Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups. |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |
| <b>14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)?</b> | NO  | If yes, which group(s)?   |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |
| <b>15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?</b>  | NO  | Although some reduction in service is likely it is not considered that this would result in a differential impact on any individuals or groups. |
| <b>What evidence exists for this?</b>  | The services provided are to the community as a whole and any reduction in capacity should not have a differential impact on any particular group |   |

| Conclusions & recommendation   |   |  |
|--|---|--|
| <b>16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?</b>       | NO  |  |
| <b>17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?</b> | N/A   |  |
| Recommendation to proceed to a full impact assessment?   |   |  |
| <b>NO</b>  | This service change complies with the requirements of the legislation and there is evidence to show this is the case. |  |

|  |                                      |   |
|--|--------------------------------------|---|
| <b>Signed (completing officer/service manager)</b>                         | <b>Date</b><br>24<br>January<br>2011 |  |
| <b>Signed (service manager/Assistant Director)</b><br><br>Stephen Gaimster | <b>Date</b>                          |   |

## Diversity Impact Assessment: Screening Form

|   |   |                             |  |
|---|---|-----------------------------|--|
| <b>Directorate</b><br><br><b>RCC</b>  | <b>Name of Function or Policy or Major Service Change</b><br><br><b>Development Management</b>  |                             |  |
| Officer responsible for assessment<br><br>Dave Harris<br>Development Management | Date of assessment<br><br>25 January 2010   | New or existing?<br><br>New |  |
| <b>Defining what is being assessed</b>  |   |                             |  |
| <b>1. Briefly describe the purpose and objectives</b>                           | <p>Development Management core functions are to process planning applications from pre application to determination and to monitor and investigate breaches of planning control.</p> <p>The Council processed 1521 planning applications in 2009/10. This is comparable with previous years and demand for the service is expected to remain fairly stable.</p> <p>The Development Management service carries out an annual customer satisfaction survey, which includes seeking information on ethnicity although feedback on this aspect is quite limited.</p> <p>The necessity of reducing budgets across the authority caused by reduced Government funding has required a critical assessment of an assessment of the service with decisions taken on what parts of the service do not need to be done and what efficiencies can be achieved through taking advantage of the current down turn in the economy and re-organising work.</p> <p>This has concluded in the deletion of a planner/senior planner post; Enforcement administrator post; Enforcement Officer Post; and Planning and Research Assistant Post</p> <p>This diversity impact assessment reviews the impact of this action</p> |                             |  |
| <b>2. Who is intended to benefit, and in what way?</b>                          | Necessary Savings are intended to be achieved in ways that will not disproportionately impact on or disadvantage any section of the Council, its residents and its businesses   |                             |  |
| <b>3. What outcomes are wanted?</b>   | A reduction in the establishment of Development Management that minimises the potential impact on any sections of the Council, its residents or businesses  |                             |  |

|   |   |                                 |
|---|---|---------------------------------|
| <b>4. What factors/forces could contribute/detract from the outcomes?</b> | Contribute<br>Consultation  | Detract<br>Lack of Consultation |
| <b>5. Who are the main stakeholders?</b>                                  | Medway Council and all potential customers of the planning application service                      |                                 |
| <b>6. Who implements this and who is responsible?</b>                     | Medway Council Cabinet, Director of Regeneration, Community and Culture and the Development Manager |                                 |

| <b>Assessing impact</b>   |   |   |
|---|---|---|
| <b>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?</b> |   | Brief statement of main issue<br>Although some reduction in service is inevitable it is not considered that this would result in a differential impact on any individuals or groups |
|   | NO  |   |
| <b>What evidence exists for this?</b>   | The core function of the service will remain and applications will continue to be processed from pre application to determination and breaches of planning control will be investigated with appropriate action taken. The way the service is currently provided appears to have no differential impact on different ethnic groups and no differential impact is expected following the change. |   |
| <b>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</b>           |   | Brief statement of main issue   |
|   | NO  |   |
| <b>What evidence exists for this?</b>   | No change to the core function of the service   |   |
| <b>9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?</b>               |   | Brief statement of main issue   |
|   | NO  |   |
| <b>What evidence exists for this?</b>   | No change to the core function of the service   |   |
| <b>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</b>       |   | Brief statement of main issue   |
|   | NO  |   |
| <b>What evidence exists for</b>   | No change to the core function of the service   |   |



|  |   |                               |
|--|---|-------------------------------|
| <b>this?</b>   |   |                               |
| <b>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</b>   |   | Brief statement of main issue |
|  | NO  |                               |
| <b>What evidence exists for this?</b>  | No change to the core function of the service |                               |
| <b>12. Are there concerns there <u>could</u> be a differential impact due to people's age?</b>   |   | Brief statement of main issue |
|  | NO  |                               |
| <b>What evidence exists for this?</b>  | No change to the core function of the service |                               |
| <b>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being trans-gendered or transsexual</i>?</b>  |   | Brief statement of main issue |
|  | NO  |                               |
| <b>What evidence exists for this?</b>  | No change to the core function of the service |                               |
| <b>14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)?</b> |   | If yes, which group(s)?       |
|  | NO  |                               |
| <b>What evidence exists for this?</b>  | No change to the core function of the service |                               |
| <b>15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?</b>  |   | Brief statement of main issue |
|  | NO  |                               |
| <b>What evidence exists for this?</b>  | No change to the core function of the service |                               |

| Conclusions & recommendation   |     |                               |
|--|-----|-------------------------------|
| <b>16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?</b>       |     | Brief statement of main issue |
|  | NO  |                               |
| <b>17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?</b> | N/A | Please explain                |
|  |     |                               |

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|--|---|----------------------------|
| Recommendation to proceed to a full impact assessment? |   |                            |
| <b>NO</b>  | This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case. |                            |
| Action plan to make Minor modifications                |   |                            |
| <b>Outcome</b>   | <b>Actions (with date of completion)</b>  | <b>Officer responsible</b> |
|  |   |                            |

|  |             |  |
|--|-------------|--|
| <b>Planning ahead: Reminders for the next review</b>   |             |  |
| <b>Date of next review</b>   |             |  |
| <b>Areas to check at next review (e.g. new census information, new legislation due)</b>                            |             |  |
| <b>Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?</b> |             |  |
| <b>Signed (completing officer/service manager)</b>   | <b>Date</b> |  |
| <b>Signed (service manager/Assistant Director)</b><br><br>Stephen Gaimster   | <b>Date</b> |  |

*NB: Remember to list the evidence (i.e. documents and data sources) used*

## Diversity Impact Assessment: Screening Form

|  |  |                             |  |
|--|--|-----------------------------|--|
| <b>Directorate</b><br><br><b>RCC</b>   | <b>Name of Function or Policy or Major Service Change</b><br><br><b>Visitor Information Centre</b>   |                             |  |
| Officer responsible for assessment<br><br>Simon Curtis<br>Head of Tourism and Heritage | Date of assessment<br><br>25 January 2011  | New or existing?<br><br>New |  |
| <b>Defining what is being assessed</b>   |  |                             |  |
| <b>1. Briefly describe the purpose and objectives</b>                                  | <p>This diversity impact assessment reviews the impact of a proposed restructure of the management and public opening hours of the Visitor Information Centre (VIC) in Rochester High Street.</p> <p>The VIC serves both visitors and local residents and provides information, advice, ideas and an exceptional customer welcome. It is used by approx 280,00 visitors per year and is comfortably the second most frequented VIC in Kent after Canterbury. The VIC links well with the coach park at Rochester Riverside, via the coach drop-off area at the back of the centre. The VIC houses a popular and profitable shop, an art gallery, public toilets and café. The building in which it is housed (95 High Street) was sold in 2010 and the Council lease the ground floor. For the moment, meeting rooms above the VIC remain available for hire (for which the VIC acts as commission agent for the new owners)</p> <p>Council budget pressures and a decision to cut back on activity related to town centre management and international relations has necessitated a re-think in terms of the management of the centre and of its public opening hours</p> |                             |  |
| <b>2. Who is intended to benefit, and in what way?</b>                                 | The Council will achieve its budget reduction targets. VIC management will be concentrated on the core service need of customer service and revenue generation.  |                             |  |
| <b>3. What outcomes are wanted?</b>  | Reduced operating costs, and public opening hours concentrated on customer need and demand   |                             |  |

|   |  |  |
|---|--|--|
| <b>4. What factors/forces could contribute/detract from the outcomes?</b>   | Contribute<br><br>Fair and equitable process<br><br>Consultation   | Detract<br><br>Public annoyance at reduction in opening hours – e.g. coach trade, local High Street businesses<br><br>Local business anger in withdrawal of active town centre management (TCM) initiatives from the revised role of VIC manager |
| <b>5. Who are the main stakeholders?</b>  | Outcomes: residents; members; businesses; local tourism industry; visitors; internal and external partner agencies   |  |
| <b>6. Who implements this and who is responsible?</b>   | AD Development, Economy and Transport; Head of Economic Development; HR  |  |
| <b>Assessing impact</b>   |  |  |
| <b>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?</b> | <input type="checkbox"/> YES<br><br><input checked="" type="checkbox"/> NO   | Brief statement of main issue  |
| <b>What evidence exists for this?</b>   | <p>The changes and slight reductions in staffing will reduce the resource/facility availability to all stakeholders, irrespective of background. Medway and Rochester High Street in particular is characterised by diverse businesses, which are frequented by residents and visitors across race and ethnic communities. The revised service will continue to support equal access and fairness for all sections of the local community and visitors</p> <p>The Council's procedure for organisational change will be followed including consultation with employees concerned and unions. Advice will be sought with human resources specialists at all stages.</p> |  |
| <b>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</b>           | <input type="checkbox"/> YES<br><br><input checked="" type="checkbox"/> NO   | Brief statement of main issue  |
| <b>What evidence exists for this?</b>   | <p>The changes in management and staffing will reduce the resources available to all visitors and stakeholders, irrespective of ability.</p> <p>Therefore it is not envisaged that the proposed management and operational restructure will disproportionately impact on, or unfairly disadvantage people due to a disability. The revised service will continue to support equal</p>  |  |

|   |  |                                      |
|---|--|--------------------------------------|
|   | <p>access and fairness for all sections of the community</p> <p>The Council's procedure for organisational change will be followed including consultation with employees concerned and unions.</p>   |                                      |
| <p><b>9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?</b></p>                | <p>YES</p>   | <p>Brief statement of main issue</p> |
|   | <p><input checked="" type="checkbox"/> NO</p>  |                                      |
| <p><b>What evidence exists for this?</b></p>  | <p>The reductions in staffing will slightly reduce the resources available to all visitors and stakeholders, irrespective of their gender.</p> <p>Therefore it is not envisaged that the proposed changes to service will disproportionately impact on, or unfairly disadvantage people due to their gender. The revised service will continue to support equal access and fairness for all sections of the community.</p> <p>The Council's procedure for organisational change will be followed including consultation with employees concerned and unions.</p>   |                                      |
| <p><b>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</b></p>        | <p>YES</p>   | <p>Brief statement of main issue</p> |
|   | <p><input checked="" type="checkbox"/> NO</p>  |                                      |
| <p><b>What evidence exists for this?</b></p>  | <p>The changes to management and slight reduction in staffing will reduce the resources available to visitors and all stakeholders, irrespective of sexual orientation or sexual preference.</p> <p>Therefore it is not envisaged that the service changes will disproportionately impact on, or unfairly disadvantage people due to their sexual orientation. The revised service will continue to support equal access and fairness for all sections of the community.</p> <p>The Council's procedure for organisational change will be followed including consultation with employees concerned and unions.</p> |                                      |
| <p><b>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</b></p> | <p>YES</p>   | <p>Brief statement of main issue</p> |
|   | <p><input checked="" type="checkbox"/> NO</p>  |                                      |
| <p><b>What evidence exists for this?</b></p>  | <p>The changes to management and slight reduction in staffing will reduce the resources available to visitors and all stakeholders irrespective of faith or religious belief.</p> <p>Therefore it is not envisaged that the service changes proposed will disproportionately impact on, or unfairly disadvantage people due to religion</p>  |                                      |

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|  | <p>or belief. The revised service will continue to support equal access and fairness for all sections of the community</p> <p>The Council's procedure for organisational change will be followed including consultation with employees concerned and unions.</p>  |                               |
| <b>12. Are there concerns there <u>could</u> be a differential impact due to people's age?</b>   | <input type="checkbox"/> YES  | Brief statement of main issue |
|  | <input checked="" type="checkbox"/> NO  |                               |
| <b>What evidence exists for this?</b>  | <p>The management restructure has been necessitated due to the need for budget savings and on strategic decisions to reduce some work streams. The changes will reduce the service to all visitors and stakeholders, irrespective of their age.</p> <p>Therefore it is not envisaged that the proposed management and operational changes will disproportionately impact on, or unfairly disadvantage people due to age differences. The revised service will continue to support equal access and fairness for all sections of the community</p> <p>The Council's procedure for organisational change will be followed including consultation with employees concerned and unions.</p> |                               |
| <b>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?</b>   | <input type="checkbox"/> YES  | Brief statement of main issue |
|  | <input checked="" type="checkbox"/> NO  |                               |
| <b>What evidence exists for this?</b>  | <p>The changes proposed will reduce the resources available to all visitors and stakeholders, irrespective of gender preference or gender status.</p> <p>Therefore it is not envisaged that the management restructure will disproportionately impact on, or unfairly disadvantage people who are transgendered or transsexual. The revised service will continue to support equal access and fairness for all sections of the community</p> <p>The Council's procedure for organisational change will be followed including consultation with employees concerned and unions.</p>  |                               |
| <b>14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)?</b> | <input type="checkbox"/> YES  | If yes, which group(s)?       |
|  | <input checked="" type="checkbox"/> NO  |                               |
| <b>What evidence exists for this?</b>  | <p>The slight reduction in service will reduce the resources available to all visitors and stakeholders.</p>  |                               |

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|   | <p>The service is very much orientated to the facility itself and welcomes visitors from all communities and backgrounds.</p> <p>Therefore it is not envisaged that the service changes will disproportionately impact on, or unfairly disadvantage these other groups.</p>   |                               |
| <b>15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?</b> | YES   | Brief statement of main issue |
|   | <input checked="" type="checkbox"/> NO  |                               |
| <b>What evidence exists for this?</b>   | <p>The service changes are relatively minimal in terms of reductions in public access. The service will continue to focus on a "welcome all" philosophy. Though the range of visitors to the VIC is incredibly diverse, It will be necessary to understand better the profile of visitors in order to strengthen the evidence of the service's diverse appeal and equality of service provision</p> |                               |

| Conclusions & recommendation   |  |  |
|--|--|--|
| <b>16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?</b>       | YES  | <p>It should be noted that the reduction in opening hours is relatively modest and the new opening hours are driven purely by current usage levels and by good sense. As the proposals are taken forward any unforeseen implications will be taken into account. In 2011/12, it is proposed that the VIC undertakes a snapshot survey amongst visitors in order to better assess its diversity profile</p> |
|  | <input checked="" type="checkbox"/> NO   |  |
| <b>17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?</b> | YES  | Not applicable   |
|  | NO   |  |
| <b>Recommendation to proceed to a full impact assessment?</b>  |  |  |
| NO   | <p>This service change complies with the requirements of the legislation and there is evidence to show this is the case.</p> |  |
| Action plan to make Minor modifications  |  |  |
| Outcome  | Actions (with date of completion)  | Officer responsible  |
| Diversity profile of users   | Visitor Survey in summer 2011  | Head of Service/VIC Manager  |
|  |  |  |

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| <b>Planning ahead: Reminders for the next review</b>   |             |  |
| <b>Date of next review</b>   |             |  |
| <b>Areas to check at next review (e.g. new census information, new legislation due)</b>                            |             |  |
| <b>Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?</b> |             |  |
| <b>Signed (completing officer/service manager)</b>   | <b>Date</b> |  |
| <b>Signed (service manager/Assistant Director)</b><br><br>Stephen Gaimster   | <b>Date</b> |  |

*NB: Remember to list the evidence (i.e. documents and data sources) used*



## Diversity Impact Assessment: Screening Form

|   |   |                             |  |
|---|---|-----------------------------|--|
| <b>Directorate<br/>Regeneration<br/>Culture and<br/>Community</b>   | <b>Name of Function or Policy or Major Service Change</b><br><br><b>Economic Development &amp; Social Regeneration<br/>Service – Proposed changes due to Proposed<br/>Budget Reductions</b>   |                             |  |
| Officer responsible for assessment<br><br>Clem Smith<br>Head of Economic Development &<br>Social Regeneration | Date of assessment<br><br>January 2011  | New or existing?<br><br>New |  |
| <b>Defining what is being assessed</b>  |   |                             |  |
| <b>1. Briefly describe the purpose and objectives</b>   | <p>The Economic Development &amp; Social Regeneration Service works to support local business growth and job creation in Medway. The Service delivers intensive employment support to help the unemployed find jobs; implements neighbourhood improvement programmes with local communities and oversees Medway's strategic economic development. The service works to improve access to services by local disadvantaged communities, including ethnic minorities. The Service has several front line responsibilities, including the management of the Medway Innovation Centre, four community centres and three markets. The service specialises in securing EU funds for programme delivery.</p> <p>The significant reductions to the core government grant to Medway Council for 2011-2012 has meant that the Council is required to make major savings to balance the budget. The Economic Development &amp; Social Regeneration Service is a non-statutory service and as a consequence, the budget reductions required are even more significant, amounting to a 42% reduction year on year. As a consequence, a review of how the Service is structured is required and an alternative way forward is being proposed, which will enable the Service to meet overall budget reduction requirements. In staffing terms, this amounts to the deletion of 11 posts and the creation of 3 new posts in a new service structure as a contribution towards meeting the agreed savings target for the Service of £376,000. These changes will reduce our capacity to offer services to communities and businesses in general - our intention is to minimise this impact.</p> |                             |  |
| <b>2. Who is intended to benefit, and in what way?</b>  | Necessary savings are intended to be achieved in ways that will not disproportionately impact on or disadvantage any section of the Council, its residents and its businesses.  |                             |  |
| <b>3. What outcomes are wanted?</b>   | A reduction in the establishment of the Economic Development & Social Regeneration Service that minimises the potential impact on any sections of the Council, its residents or businesses.   |                             |  |
| <b>4. What factors/forces</b>   | Contribute  | Detract                     |  |

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| <b>could contribute/detract from the outcomes?</b>   | Consultation  | Lack of consultation   |
| <b>5. Who are the main stakeholders?</b>   | Residents, people who work in the area, businesses, higher education providers, business support agencies, employers, voluntary and community organisations, retailers, market traders, local and European partner organisations (such as Kent Police, NHS Medway)  |  |
| <b>6. Who implements this and who is responsible?</b>  | Medway Council Cabinet, Director of Regeneration, Community & Culture, Assistant Director – Development, Economy & Transport.   |  |
| <b>Assessing impact</b>  |   |  |
| <b>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial groups</i>?</b> | NO  | Brief statement of main issue:<br>The inevitable reductions in the Service budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - however this will affect all community, business and local partner stakeholders- there will be no disproportionate impact on ethnic minorities because we will retain a community cohesion function within the proposed revised service structure.  |
| <b>What evidence exists for this?</b>  | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form. |  |
| <b>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</b>    | NO  | Brief statement of main issue:<br>The inevitable reductions in the Service budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - however this will affect all community, business and local partner stakeholders- there will be no disproportionate impact on those with a disability or on disabled groups because we will continue to work closely with disabled services across the Council and with organisations representing the disabled. |
| <b>What evidence exists for this?</b>  | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form. |  |
| <b>9. Are there concerns that there <u>could</u> be a differential</b>                                     |   | Brief statement of main issue:<br>The inevitable reductions in the Service   |

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| <b>impact due to <i>gender</i>?</b>  | NO | budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - however this will affect all community, business and local partner stakeholders- there will be no disproportionate gender impact.  |
| <b>What evidence exists for this?</b>  |    | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form.  |
| <b>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</b>        | NO | Brief statement of main issue:<br>The inevitable reductions in the Service budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - however this will affect all community, business and local partner stakeholders- there will be no disproportionate impact in relation to sexual orientation.  |
| <b>What evidence exists for this?</b>  |    | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form.  |
| <b>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</b> | NO | Brief statement of main issue:<br>The inevitable reductions in the Service budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - however this will affect all community, business and local partner stakeholders - there will be no disproportionate impact in relation to those with an expressed religion or belief or faith because we will retain a community cohesion function within the proposed revised service structure. |
| <b>What evidence exists for this?</b>  |    | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form.  |
| <b>12. Are there concerns there</b>  |    | Brief statement of main issue: The   |

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| <b>could be a differential impact due to people's age?</b>   | NO | inevitable reductions in the Service budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - this will affect all community, business and local partner stakeholders - there will be no disproportionate impact due to people's age.   |
| <b>What evidence exists for this?</b>  |    | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form.                            |
| <b>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?</b>   | NO | Brief statement of main issue:<br>The inevitable reductions in the Service budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - however this will affect all community, business and local partner stakeholders - there will be no disproportionate impact in relation to transgender or transsexual communities. |
| <b>What evidence exists for this?</b>  |    | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form.                            |
| <b>14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. people with caring responsibilities or dependants, looked after children, those with an offending past, or people living in rural areas)?</b> | NO | If yes, which group(s)?  |
| <b>What evidence exists for this?</b>  |    | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form.                            |
| <b>15. Are there concerns there <u>could</u> be a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?</b>   | NO | The inevitable reductions in the Service budget and therefore staffing will mean that the capacity for delivery across the Service will be reduced - however this will affect all community, business and local partner stakeholders - there will be no disproportionate impact that could lead to multiple discriminations.   |

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| <b>What evidence exists for this?</b> | The Council will continue to co-ordinate and deliver programmes of social regeneration, community cohesion and economic development with these responsibilities taken up by staff in the revised Service structure. We will monitor the impact of the proposal on all sections of the community using the standard Diversity Monitoring Form. |
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| Conclusions & recommendation  |     |                |
|---|-----|----------------|
| <b>16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?</b>  |     |                |
|   | NO  |                |
| <b>17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?</b>  | N/A | Please explain |
|   | N/A |                |
| Recommendation to proceed to a full impact assessment?<br>This Service change complies with the requirements of the legislation and there is evidence to show this is the case. |     |                |

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| <b>Signed (completing officer/service manager)</b>                                | <b>Date</b> |            |
| <b>Signed (service manager/Assistant Director)</b><br><br><i>Stephen Gaimster</i> | <b>Date</b> | 27/01/2011 |

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