

EMPLOYMENT MATTERS COMMITTEE

3 NOVEMBER 2011

BUDGET PROPOSALS AND IMPLICATIONS FOR STAFF

Report from: Tricia Palmer, Assistant Director, Organisational Services

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Summary

This report covers the staffing issues in relation to the reductions due to the budget deficit and loss of funding from April 2011 and new reviews since 1 April 2011 and outlines progress since the Employment Matters Committee on 28 September 2011.

1. Budget and Policy Framework

1.1 The staffing implications of budget reductions are a matter for this committee, which can decide on the policies and processes supporting any changes in staffing.

2. Background

2.1 The Employment Matters Committee on 28 September 2011 considered progress on the reductions due to the budget deficit and loss of funding from April 2011. The spreadsheet setting out the position as at 17 October 2011 is attached as Appendix A.

2.3 It should be noted that the details on the first page relate to areas where Directors were able to action the reductions within their delegated powers.

2.4 Cabinet on 27 January 2011 agreed to consult on reductions in areas where there were potential service implications, and Full Council on 24 February 2011 agreed to delegate the outcome/determination of the consultation processes to Directors and these are now reported to this Committee on page two of Appendix A.

2.5 Full Council on 24 February approved the 2011/12 budget. This included the saving of £1.47 million through the freezing of increments and further savings through proposed staffing reductions considered at Cabinet on 27 January 2011 in the region of £1.78 million.

2.6 It is important to note that the budget reductions in Medway Council for 2011/2012 equate to approximately 3.5% of posts, whereas many other authorities are reducing by more than that. According to research undertaken by the Local Government Chronicle, an average of 7.3% of local government

jobs will be cut in the current financial year. The figure is based on information from almost half of English Councils about confirmed job cuts.

- 2.7 Analysis by council type shows that 9.2% of metropolitan borough council jobs are due to be shed in 2011-12, followed by 7.1% of London borough staff. The figures show smaller proportions of the workforce being shed by unitaries (6.3%), shire counties (6.3%) and districts (5%). In one authority the percentage reduction is as high as 31%.

3. Summary of the present position

3.1 Reductions due to budget deficit or loss of funding from April 2011 under Directors' delegated powers

Out of the 85 posts potentially redundant, 45 employees were subject to redundancy. 38 employees were either redeployed, returned to their substantive posts or obtained alternative employment with Medway Council. One employee resigned during the consultation period. One redundancy was avoided as savings were found elsewhere.

3.2 Reductions due to budget deficit or loss of funding from April 2011 agreed by Cabinet on 27 January 2011/Council 24 February 2011

Out of the 72 posts that were potentially redundant, 41 employees were subject to redundancy. 23 employees were either redeployed or obtained alternative employment with Medway Council. 8 employees resigned.

3.3 New reviews from 1 April 2011

The new reviews are detailed on Page 3 of Appendix A. This includes the Achieving Better for Less Programme where formal consultation ended on 30 September 2011. At this Committee on 28 September 2011, Members asked for the rationale to be given for each review.

3.3.1 Member Services

The number of Liberal Democrat Councillors at the Local elections in 2007 was 8; subsequently this was reduced to 7 when one of the Councillors resigned from the Liberal Democrat Group and became independent. At the Local elections held in May 2011 the number of Liberal Democrat Councillors fell to 3. This inevitably led to a consequent reduction in work by the Leader of the Group and therefore the level of support required from a Personal Assistant.

The post of part time Political Assistant was also deleted due to the statutory ineligibility of the Liberal Democrat Group to retain a political assistant

3.3.2 Youth Offending Team

A range of contextual factors including the government's commitment to implementing 'payment by results' in youth justice, feedback from the recent HMIP inspection, and a significant cut in team resources, necessitated a review of the existing team structure within YOT.

Whilst the YOT performance figures in terms of reducing re-offending have been good, it is believed that they could be better by ensuring that resources

are more effectively targeted towards those young people who pose the most significant risk of re-offending. This approach enables the team to meet the future challenges of the government's 'payments by results' agenda, by ensuring that even before these changes take place, the team is already targeting its staff and resources in a manner which meet the criteria by which the teams 'results' and subsequent budget will be decided in the future.

The new team structure enables a 'tier-ing' of the services delivered by the team, leading to a greater degree of quality of interventions being achieved. The implementation of this change in approach included the provision of training to the respective practitioners delivering the different levels of the Scaled Approach, coupled with a practice manual detailing local processes.

3.3.3 Medway Youth Service and Youth House

The reductions in expenditure of the Medway Youth Service budget was a result of the October 2010 Comprehensive Spending Review which requires a 28% reduction over four years. The reductions were implemented early so as to provide stability and sustainability to the newly restructured team protecting and supporting front line youth work delivery and targeted work with vulnerable and at risk young people.

The review shifted a focus from three to two geographical areas whilst providing consistency of provision of service by reducing the number of managers by 1FTE. The restructure was in synergy with the Integrated Youth Service Support administration review, which has restructured the administration team into two areas.

3.3.4 Chatham World Heritage Team

The Fort Amherst Business Planner was recruited on a four-month fixed term contract, to undertake a specific piece of work, and was supported by external funds, until 31 July 2011. Following the completion of the work, there were no internal funds available to support the continuation of the post, and the work to which the post relates was completed by the time the post terminated. The post holder was eligible for consultation on the termination of this post, since he previously worked for Medway Council immediately prior to taking on the Business Planner role, and had over one year's continuous service.

3.3.5 Community Librarian and Acquisitions Team

During 2010/11, extensive changes have taken place in the acquisition, delivery and management of stock, primarily due to the increased use of ICT. Consequently, a review of practices led to the creation of a central questions unit to provide stock services.

Further to this, a decision was made that the joint arrangements with Kent Libraries to deliver cataloguing and classification, Inter-Library loans and ethnic stock for Medway Libraries was no longer providing value for money and could be taken back in-house.

A small centralised acquisitions team has been introduced with the following benefits:

- Staff dedicated to acquisitions provide a quicker through put and a more efficient process

- Data imputing and acquisitions processing is not done at library assistant grade achieving cost efficiency
- Library assistants are able to dedicate their skills to customer interaction which has led to improved customer satisfaction and greater job satisfaction
- Clear reporting lines provide a more efficient process and greater customer satisfaction
- Income generating stock has been prioritised and maximum income achieved
- Cataloguing, inter-library loans and ethnic stock is now provided by in house services at a significantly lower cost and their delivery monitored and managed more efficiently.

3.3.6 **Achieving Better for Less**

It is essential to reshape the activities, functions and structure that deliver the council's services. The change proposals that have been identified in relation to customer contact and administration, will have significant implications for existing management and staffing structures and will result in the reshaping of all council teams, with some staff moving to newly created shared service teams. Furthermore, because of the impact of the administrative and customer management functions moving out of the teams within the designated service areas, it is necessary to consider how remaining specialist roles and functions are organised. Once implemented the Achieving Better for Less review will lead to improved service delivery and financial savings.

Consultation ended on 30 September 2011 and some counter-proposals were accepted. 402 staff were matched to posts in the new structures and the remaining 158 are now being invited to apply for roles in the new structures. There are 143 posts available.

3.4 **Schools**

The September to December period traditionally has minimal redundancy consultations. The vast majority of restructurings in schools are linked to the end of the academic year, 31 August. The report to this Committee on 28 June 2011 set out the latest details and there is no further update for this Committee.

4. **Support for Staff**

- 4.1 The Council recognises that this is an unsettling time for everyone and is making every effort to support staff. In addition to the individual meetings with managers, the HR service is providing support for affected employees and wherever possible we will redeploy individuals into new roles. An independent organisation, Next Step has been engaged to provide guidance on CV writing, interviewing skills and career advice. Next step is funded by a Government initiative. Workshops run by Next Step and SEEDA took place in August, September, December 2010 and January, February, March and April 2011. These included sessions on specialist financial advice. Further sessions took place in June 2011.
- 4.2 The Council has also engaged Job Centre Plus to provide sessions on benefits advice; tax implications and financial advice and these were available from March 2011. This has opened up the opportunity for executive support to

professional staff via Guildford College and workshops took place in January 2011 and March 2011.

- 4.3 The Council's employee assistance provider (Care First) provides a free counselling and information line 24/7, 365 days a year. The Care First information line is managed by Citizen Advice Bureau trained advisers and can offer advice on a wide range of issues, which affect daily life such as employment, benefits, housing, debt etc. Care First provided a set of learning sessions for managers in managing change in November 2010. 48 Managers attended these sessions and feedback was excellent.
- 4.4 We also encourage staff to talk to their trade unions to ensure that they get the necessary support. Rev. David Helms, Industrial Chaplain is also providing opportunities for staff to contact him for support.
- 4.5 There have been regular communications with all staff to keep them up-to-date with the budget proposals. The Chief Executive sends out regular e-mails and there have been articles in *The Headlines* (staff newsletter). A bespoke "Achieving Better for Less" website for communicating progress of the review to employees went live in October. There is also an employee consultation email address where staff can make their comments, suggestions for saving money and ask questions. Line managers have been encouraged to brief staff on a regular basis.
- 4.6 As part of the support provided to staff in phase one of the Better for Less programme, workshops titled, "The selection process and how to apply for jobs" ran throughout September. The aim of the workshops was to ensure that staff were supported to apply and be interviewed for opportunities in the new customer contact, administration and specialist teams. The feedback from the 205 staff who attended these workshops was very positive. The Organisational Change team are continuing to support people during the application process. The Better for Less team also ran a jobs fair at the Brook Theatre for all staff within phase 1. The fair consisted of stands for HR, Administration and Customer Contact and gave staff an opportunity to ask questions directly to the HR business partners and the service managers for Customer and Administration. The feedback from staff has been extremely positive with the majority feeling much more informed and confident about applying for roles within the new structures.

5. Risk management

- 5.1 The risks in relation to these changes relate to both the services and staff involved. For the purposes of this report it is important to focus on the risk to staff. In addition to the personal implications for employees there are also some risks in losing highly valued skills. Recruitment arrangements have been reviewed (for example, there is no recruitment to administrative posts) and every effort is made to redeploy staff with transferable skills. This will go some way to mitigate these risks.
- 5.2 There is always a risk that staff will exercise their right to appeal against their dismissal and to date 7 staff have done so. In addition 3 of those staff have made unfair dismissal claims to the Employment Tribunal alleging discrimination. One of these claims has recently been rejected by the Employment Tribunal and was found to be a fair dismissal.

6. Financial and legal implications

- 6.1 The proposed redundancies are being carried out in accordance with the Council's reorganisation procedure, and formal consultation with the trade unions and staff has taken place.
- 6.2 The Council must ensure that the process for any proposed redundancies complies with the required statutory obligations to inform and consult employees both collectively and individually under Section 188 of The Trade Union and Labour Relations (Consolidation) Act 1992. The Council is also under a duty to inform the secretary of state under Section 193 of the above Act about proposed redundancies.
- 6.3 The process adopted must be in accordance with the Council's redundancy procedure and comply with the general principles of fairness to minimise the risk of successful unfair dismissal claims.
- 6.4 The costs of redundancy and early retirement are continually being evaluated. Full Council on 24 February agreed that £3 million of the General Reserve be earmarked as a contingency for severance and associated costs as part of the 2010/2011 accounts closure.

7. Diversity Impact Assessments

- 7.1 Service DIAs have been completed on the areas subject to reductions. The staffing DIA for the reductions agreed by Members and Directors in February 2011 was submitted to this Committee on 28 September 2011. The initial DIA for Better for Less is attached at Appendix B and this will be updated after the outcomes are known and reported to this Committee.

8. Recommendation

- 8.1 The Employment Matters Committee is asked to note:
- The present position.
 - The support arrangements for staff.

Lead officer contact

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Background papers

Cabinet Report - Public Spending Reduction 29 June 2010
Employment Matters Committee 28 July 2010
Council Report 29 July 2010
Employment Matters Committee 16 September 2010
Employment Matters Committee 2 November 2010
Employment Matters Committee 7 December 2010
Cabinet Report on Budget 21 December 2010
Cabinet Report on Budget 27 January 2011
Employment Matters Committee 1 February 2011
Council Report 24 February 2011
Employment Matters Committee 16 March 2011
Employment Matters Committee 29 June 2011
Employment Matters Committee 28 September 2011

APPENDIX A		SUMMARY OF REDUCTIONS					
DUE TO BUDGET DEFICIT / LOSS OF FUNDING FROM APRIL 2011 - UNDER DELEGATED POWERS							
DEPT	AREA	NO.	CONSULTATION	OUTCOME	NO. OF	NO. REDEPLOYED	
		POSTS			REDUNDANCIES	OR GOT POSTS	
						WITHIN COUNCIL	
BSD	Org Serv - HR	20	Cons. extended to 21.1.11	Counter proposal accepted	13	7	
	Org Serv - ICT	2	17 Jan 2011 for 30 days	Some counter proposals agreed	1	1	
	Comms, P & P - Communications	6	10 Nov 2011 for 24 days	No change to proposals	4	2	
	H & Corp - Facilities	2	19 Jan 2011 for 30 days	Post Room staff voluntarily opted to reduce hours, saving 1 redundancy. 2 voluntary redundancies from Caretaking staff	2	0	
	H & Corp - Strategic Housing	1	19 Jan 2011 for 30 days	No change to proposals.	1	0	
	H & Corp - Legal	4	19 Jan 2011 for 30 days	No change to proposals.	3	1	
	Finance - Audit	1	24 Jan 2011 for 30 days	No change to proposals	1	0	
C&A	Adult Social Care Commissioning	4	16 Sept 2010 for 30 days	No change to proposals	1	3	
	Youth Admin	6	19 Jan 2011 for 30 days	No change to proposals	5	1	
	Youth Inclusion Support Panel	8	19 Jan 2011 for 30 days	2 returned to substantive posts (were on secondment) 4 appointed to new posts within the new Integrated Prevention Team. 2 employees on Mat Leave - potentially redundant, but may resign/be redeployed	0	8	
	YOT - fixed term contracts	5	4 Jan 2011 for 30 days	No change to proposals	2	3	
	Family Intervention Programme	15	11 Jan 2011 for 17 days	4 returned to substantive posts (were on secondment). 2 appointed to new posts within the Integrated Prevention Team. 1 resigned during consultation.	4	10	
	Student Finance	2	25 Nov 2010 for 30 days	No change to proposals	2	0	
RCC	Theatres Team	1	18 Jan 2011 for 30 days	No change to proposals	0	1	
	Arts Team	1	18 Jan 2011 for 30 days	No change to proposals	1	0	
	Guildhall Museum	2	17 Jan 2011 for 30 days	Proposal amended. 1 volunteer was agreed and other savings found elsewhere	1	0	
	Waste Services	1	14 Jan 2011 for 30 days	No change to proposals	0	1	
	Integrated Transport	2	13 Jan 2011 for 30 days	No change to proposals	2	0	
	Planning Policy and Design	1	13 Jan 2011 for 30 days	No change to proposals	1	0	
	Emergency Planning	1	14 Jan 2011 for 30 days	No change to proposals	1	0	
TOTALS		85			45	38	

NB: 1 resignation; 1 post where savings found elsewhere

DUE TO BUDGET DEFICIT / LOSS OF FUNDING FROM APRIL 2011 - AGREED BY CABINET 27 JANUARY 2011/COUNCIL 24 FEBRUARY 2011						
DEPT	AREA	NO.	CONSULTATION	OUTCOME	NO. OF	NO. REDEPLOYED
		POSTS			REDUNDANCIES	OR GOT POSTS
						WITHIN COUNCIL
BSD	Democratic Services	1	1 Feb 2011 for 30 days	No change to proposals	1	0
	Strategic Housing - Empty Homes	1	2 Feb 2011 for 30 days	Employee asked for consultation to end earlier	1	0
	Finance - Service Manager	1	26 May 2011 for 30 days	No change to proposal	1	0
RCC	Conservation	1	1 Feb 2011 for 30 days	No change to proposals	1	0
	Tree Team	1	1 Feb 2011 for 30 days	Counter proposal accepted	0	1
	Development Management	3	2 Feb 2011 for 30 days	No change to proposals	2	1
	Visitors Information Centre *	1	2 Feb 2011 for 30 days	No change to proposals	0.5	0
	Econ Dev. & Social Regen. Town Centre *	1	2 Feb 2011 for 30 days	No change to proposals	0.5	0
* This is one post that is shared between VIS and Rochester and Strood Town Centre Management						
	Economic Dev. & Social Regen.	6	2 Feb 2011 for 30 days	Minor change to proposals	6	0
	Safer Communities	4	28 Jan 2011 for 30 days	No change to proposals	3	1
C&A	School Improvement	53	2 Feb 2011 for 30 days	Some Counter proposals accepted. 9 employees appointed to new structure. 8 employees resigned	25	20
TOTALS		72			41	23

**NB: 8
resignations**

NEW REVIEWS FROM 1 APRIL 2011

DEPT	AREA	NO	CONSULTATION	OUTCOME	NO. OF	NO.REDEPLOYED
		POSTS			REDUNDANCIES	OR GOT POSTS
						WITHIN COUNCIL
BSD	Member Services	1	Not required	Post deleted due to elections outcome	1	0
	Member Services	1	9 Jun 11 for 30 days	As per consultation	1	0
C&A	Youth Offending Team	3	14 June 11 for 30 days.	As per consultation	3	0
	Medway Youth Service	2	17 May 2011 for 30 days.	As per consultation	2	0
	Youth House	1	6 June to 8 July 2011	No Change	1	0
	Home School Support	3	9 June to 11 July 2011	No Change	1	2
RCC	Chatham World Heritage Team	1	31 May 2011 for 30 days.	No change	0	1
	Community Librarians and Acquisitions	1	15 July for 30 days	No change	Not yet known	Not yet known
BfL	Adult Social Care, Business Support, Development Management, Festivals,Arts, Tteatres and Events, Customer First (exc. Environment teams 1& 2, community interpreting, switchboard and HRA), Housing Solutions, Housing Administration, Revenues & benefits, Strategic Housing, Print, Post & Courier Services, Personal Assistants). Please note that the number of redundancies is an estimate	60	4th July for 90 days. Ended 30th Spetember.	Not yet known	Not yet known	Not yet known
C&A	MACLS	1	31 Oct for 10 working days.	Not yet known	Not yet known	Not yet known
TOTALS		74			9	3

Diversity Impact Assessment: Screening Form
Customer Contact & Administration Organisational Change

Directorate	Name of Service Change	
Business Support Department	Customer Contact and Administration Support Organisational Change	
Officer responsible for assessment Vanessa Wilson Abi Cooper	Date of assessment Phase 1 (April 2011 to January 2012)	New or existing? New

Defining what is being assessed

<p>1. Briefly describe the purpose and objectives</p>	<p>Purpose: This DIA covers Phase 1 services:</p> <ul style="list-style-type: none"> • Adult Services • Development Management • Housing Solutions & Strategic Housing • Revenues & Benefits • Customer First (not incl Environmental Team, HRA and Switchboard) • Festivals, Arts, Theatres & Events • Administration activities – PA’s to Directors and Assistant Directors, Print Room, Reprographics and GW Reception Staff <p>Medway Council faces unprecedented efficiency challenge in the foreseeable future from:</p> <ul style="list-style-type: none"> • Reductions in central government funding • Increasing demand pressures on council services • Rising customer expectations of service <p>The scale of challenge means that Medway Council has to transform the way it does business in order to realise the level of efficiencies required whilst maintaining performance and improving the level of customer service. Medway Council plans to do this through the Better for Less (BFL) Programme – a 3-year (over four 9-month phases) council wide organisational change programme. By taking a systematic and planned approach to transforming the way we deliver our services we know that we can deliver a better service to Medway residents as well as improve the organisational infrastructure for employees. The Better for Less programme will:</p> <ul style="list-style-type: none"> • Improve the experience we give to our customers • Make the council more efficient <p>The design principles and objectives of the programme are:</p> <ol style="list-style-type: none"> 1. Put our customers at the centre of everything we do 2. Give value for money 3. Handle all initial customer contact and assessment through a dedicated customer contact team 4. Maximise first time resolution of enquiries and issues 5. Simplify, standardise and share processes 6. Establish and share internal services in a flexible way 7. Build organisational resilience by reducing reliance on individuals
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Diversity Impact Assessment: Screening Form

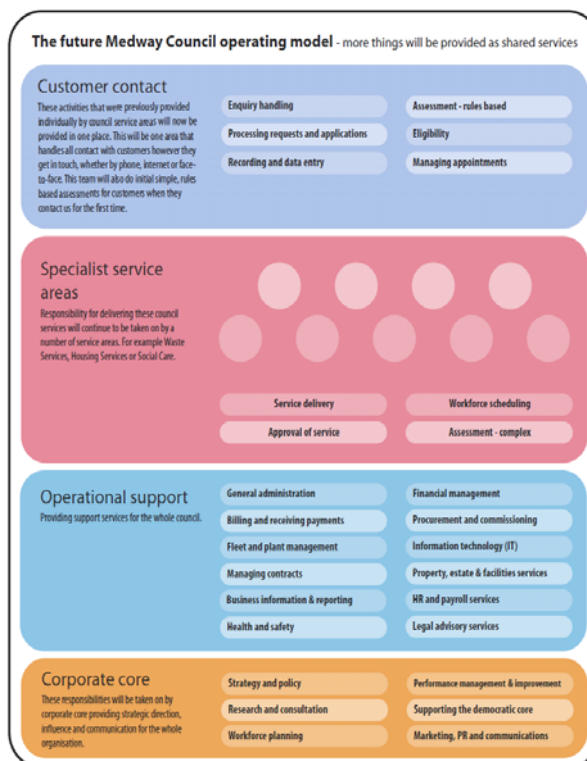
Customer Contact & Administration Organisational Change

Over the three years from April 2011, each team in the council will be changing the way it delivers services. At the moment we duplicate a number of activities across services – this is inefficient and doesn't give our customers the best experience we can. The transformation programme will address this. Shared teams will carry out all customer contact and initial assessments (“customer management”) – staff across many services currently do this work but in many cases in silo. Similarly shared teams across directorates will also carry out all our administration and business support work. This means staff working in our services will be able to focus more on carrying out specialist work, such as social work or highways maintenance, whilst customer contact, initial assessment and administration will be delivered by these shared teams.

The Better for less programme comprises a number of projects looking at how we deliver our services, they include:

- Customer Contact
- Administration
- Management restructuring
- Better performance and intelligence
- Category management
- ICT

The transformation work will be delivered in four nine-month phases. Each team will be involved in one or more phases. The illustration below shows the high level future-operating model for the Council. It shows how the many different tasks that currently take place in each service area might be carried out in the future.



Diversity Impact Assessment: Screening Form
Customer Contact & Administration Organisational Change

	<p>Our objective is to reflect the changing needs of our residents and customers and support the organisation change processes and new structures.</p> <p>This DIA is specific to the Medway Council's organisational change programme for the BFL, however we have a supporting DIA for the actual business transformation of Customer Contact. This DIA will be reviewed and revised during the 9-month consultation process, and a final report produced at the stage of implementation.</p>
<p>2. Who is intended to benefit, and in what way?</p>	<p>This organisational transformation change aims to benefit Medway residents, Medway service users and Medway Council employees in the ways outlines as above.</p>
<p>3. What outcomes are wanted?</p>	<p>Customer Contact is how we handle customer enquiries and work out what service/s a particular customer is eligible for. We've got around 315.1 full-time equivalent staff delivering customer contact - 45 of these are in Customer First. At the moment 67 out of 78 services deliver customer contact. Furthermore, we've also got 215 full-time staff performing assessment, eligibility and approvals of services for our customers.</p> <p>This means that there are real opportunities for better customer experience whilst being more efficient.</p> <ul style="list-style-type: none"> • We will be creating a single customer contact shared team that will handle all customer enquiries and initial assessments – although this may not be in a single location. This will be a much deeper and more comprehensive approach to delivering end-to-end customer management than we have done in the past. • We will be moving towards all services sharing joined-up ICT systems to give us a single view of our customers across all services • We will be improving our website forms and letting customers track their interactions with the council online • We will be managing our processes to make the online channel the first choice for those customers with online access • Customer Contact will be staffed by team members moving from affected services and from the old Customer First team <p>By the end of the first phase of Better for Less in December 2011 we will have:</p> <ul style="list-style-type: none"> • Developed standard ways of delivering customer contact and initial assessments across services • Put in place council-wide ICT to help deliver this (including mobile working, CRM and scanning) • Started building the new Customer Contact and shared teams (this does not mean they will necessarily sit together but will be working across multiple services).

Diversity Impact Assessment: Screening Form

Customer Contact & Administration Organisational Change

- **Trained staff involved in phase one** in the new processes and use of new ICT systems

The aim for the Administration Support project is there will be fewer complicated and unnecessary systems and processes, more simplified standardised and common ways of working across the council and employees will have the most appropriate tools to do the jobs. Administrative staff will have access to better training and development, which in turn will make them more flexible in the way they work and improve career opportunities for them.

The values of Administration Support say that we will:

- Develop administration and business support as a profession led by a Head of Service or administration manager, giving the staff a clear learning and development career pathway.
- Create clear career paths and roles that are multi-disciplinary to introduce variety of work and progression opportunities for staff
- Equip support staff with the appropriate training, skills and technology needed to deliver the right services
- Reduce the number of job titles and job families
- Ensure all employees are self-sufficient in a basic level of ICT/telephony
- Ensure consistent and fair provision of administration support on a council-wide basis
- Staff to be accountable for their actions and understand how their role delivers the Council/Service objectives.

The guiding principles for the Administration Support project are:

- Simplified, standardised and shared ways of doing things – we will define and promote one standard process for an activity that is carried out by more than a single service
- Maximised team size and promote knowledge transfer / shared learning
- Improved service to customers by better being able to support services through peaks and troughs of work
- Simplified administration – wherever possible stop activities that do not add benefit through a robust process of challenge
- Promote self-service and self-sufficiency across the council – all staff will be expected to work in new ways
- Optimise the use of Customer Contact as the first point of council contact for customers
- Standardised underlying IT systems, email/intranet access and data stores (filing & archiving)

Diversity Impact Assessment: Screening Form
Customer Contact & Administration Organisational Change

	<p>By the end of the first phase of Better for Less in December 2011 we will have:</p> <ul style="list-style-type: none"> • The first shared administration teams in place • A new council-wide system for handling FOI requests • A new council-wide system for handling complaints • An improved online room booking system • Electronic document management • Incoming post scanned and delivered electronically • New ways of dealing with billing and payments • An in-house centralised mailout service 	
<p>4. What factors/forces could contribute/detract from the outcomes?</p>	<p>Contribute</p> <ul style="list-style-type: none"> • Communication with and engagement of all stakeholders, including buy-in • Management commitment • Effective leadership • Effective project and change management • Effective support from Members • Effective and timely consultation with all stakeholders • Openness and transparency 	<p>Detract</p> <ul style="list-style-type: none"> • Challenging timescales • Potential staff redundancies • Resistance to change • Imperative to maintain quality services • People not understanding implications of communications • Ineffective communication channels • If Council recording of equality groups is not up-to-date
<p>5. Who are the main stakeholders?</p>	<ul style="list-style-type: none"> • Employees, service users and residents, managers and Elected Members 	
<p>6. Who implements this and who is responsible?</p>	<p>A Council wide initiative, lead sponsor is the Assistant Director of Communication, Performance and Partnerships</p>	

<p>Assessing impact</p>		
<p>7. Are there concerns that there <u>could</u> be a differential impact due to <i>ethnicity/ racial groups</i>?</p>	<p>YES</p>	<p>Brief statement of main issue</p>
	<p>NO</p>	
<p>What evidence exists for this?</p>	<p>The ethnicity of staff has been monitored as part of the organisational change programme. All staff have received informal consultation (April 2011 (attach link) with formal consultation to take place as of 4th July over 90 days. After the formal consultation a further review will take place to ascertain whether the ratio of ethnicity has changed. <i>(NB: if the % of staff in CC and Admin for ethnic/racial groups is lower or greater than the Council average and consequently this issue will be continued addressed in future service plans.</i></p> <p>A Project Manager for the BFL programme will attend the Black Workers Forum to ensure the Forum is kept up-to-date with the impacts of the programme and can</p>	

Diversity Impact Assessment: Screening Form
Customer Contact & Administration Organisational Change

	highlight any concerns to the BFL programme of any potential differential impacts due to ethnicity/racialism. Furthermore, the programme will use the Forum as a consultation group for testing the future operating models and designs.	
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	<p>The disability of staff has been monitored as part of the organisational change programme. All staff have received informal consultation (April 2011 (attach link) with formal consultation to take place as of 4th July over 90 days. After the formal consultation a further review will take place to ascertain whether the ratio of disability has changed. <i>(NB: if the % of staff in CC and Admin for disability groups is lower or greater than the Council average and consequently this issue will be continued addressed in future service plans.</i></p> <p>A Project Manager for the BFL programme now attends the Disability Workers Forum to ensure the Forum is kept up-to-date with the impacts of the programme and can highlight any concerns to the BFL programme of any potential differential impacts due to disability. Furthermore, the programme will use the Forum as a consultation group for testing the future operating models and designs.</p>	
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	<p>The gender of staff has been monitored as part of the organisational change programme. All staff have received informal consultation (April 2011 (attach link) with formal consultation to take place as of 4th July over 90 days. After the formal consultation a further review will take place to ascertain whether the ratio of gender has changed. <i>(NB: if the % of staff in CC and Admin for gender groups is lower or greater than the Council average and consequently this issue will be continued addressed in future service plans.</i></p>	
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	Monitoring of sexual orientation has been identified as an issue requiring a corporate approach and is being considered by the Council's Equalities and Core Value Group	

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Customer Contact & Administration Organisational Change

11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion/belief</i> ?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The religion/beliefs of staff has not been monitored as part of the review as we don't currently hold this information. However, the new monitoring information on Selfserve4you will allow this to happen.	
12. Are there concerns there <u>could</u> be a differential impact due to <i>age</i> ?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	<p>The age of staff has been monitored as part of the organisational change programme. All staff have received informal consultation (April 2011 (attach link) with formal consultation to take place as of 4th July over 90 days. After the formal consultation a further review will take place to ascertain whether the ratio of age has changed. <i>(NB: if the % of staff in CC and Admin for age groups is lower or greater than the Council average and consequently this issue will be continued addressed in future service plans.</i></p> <p>To support our young persons being able to gain experience and potential employment within the Council, both organisational designs for Customer Contact and Administration Support have a minimum of x3 fte Apprenticeship places within their models.</p>	
13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i> ?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	As monitoring of this group has to be undertaken very carefully in line with legislation. We will continue to be mindful of national best practice in monitoring and supporting this group as the programme progresses. Medway Council has a LGBT Forum, which we are currently consulting with on the BFL programme and the implications it may have for those groups. Furthermore, the programme will use the Forum as a consultation group for testing the future operating models and designs.	
14. Are there any <i>other groups</i> that would find it difficult to access/make use of services, or who might experience unfavourable	YES	No, however we are making provision for those employees who have learning disabilities to ensure they are supported throughout the process and their particular needs are considered.

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treatment, as a result of the change (eg people with caring responsibilities or dependants, those with an offending past, or people living in rural areas)?	NO	
What evidence exists for this?		
15. Are there concerns there <u>could</u> be a differential impact due to <i>multiple discriminations</i> (eg disability and age)?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	Monitoring during the review	
Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	YES	Brief statement of main issue
	NO	
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?	YES	Please explain
	NO	N/A

Recommendation to proceed to a full impact assessment?		
NO, BUT ...	What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)	Minor modifications necessary (e.g. change of 'he' to 'he or she', re-analysis of way routine statistics are reported) See action plan below.
Action plan to make minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
DIA	<ul style="list-style-type: none"> DIA to be in draft versions – and reviewed and updated during the consultation process in order that a full report can be provided at the end of the process with any necessary actions to take forward. 	
Impact of the review on staff reviewed	<ul style="list-style-type: none"> Implement mechanisms for feeding back general teething problems and individual concerns after review 	
	<ul style="list-style-type: none"> Monitor feedback from staff and take action to ensure fair working arrangements 	
Planning ahead: Reminders for the next review		
Date of next review	1 month	

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Areas to check at next review (eg new census information, new legislation due)	Outcomes from Formal Consultation 4 th July	
Is there <i>another group</i> (eg new communities) that is relevant and ought to be considered next time?	As above.	
Signed (completing officer/service manager)	Date	
Signed (servicemanager/Assistant Director)	Date	

Related documents
Initial consultation documents