

Equality Impact Assessment Recording Form

This is a new and important process that will require different perspectives to be considered and, in some (hopefully few) cases, difficult decisions may need to be made about policy and service delivery.

Whilst it is necessary to identify a lead officer, it is advised that they do not undertake the impact assessment on their own, but set up a group comprising a diverse range of staff responsible for delivery the service, there may also be an opportunity to include a customer, stakeholder, partner or critical friend to get a more rounded understanding of the full implications of the policy, practice, service or function.

For more information on carrying out the assessment please refer to the guidance notes or contact the Equalities Officer or your Directorate Equality and Diversity Coordinator.

STEP1 Equality Impact Assessment Team

Name of Policy, practice, service or function: Shared Services Project

Assessment Team Leader Name: Geoff Parker

Directorate Responsible: Deputy Chief Executives

Service Area: HR, Revs and Bens, Property, IT and Financial Services

Other members of the assessment team:

Name	Position	Area of Expertise
Sarah Cromie	Project Manager	Shared Services project
Sue Templeman	Shared Services Staff Forum	Employee and service issues
Janki Modi	Diversity Officer	Diversity issues
Dave Noble	Trade Union	Employee issues

STEP2 Identifying the aims/objectives of the policy, practice, service or function

	Questions
1	<p>What are the main aims and objectives or purpose of the policy, practice, service or function?</p> <p>The project objectives are:</p> <p>Quality</p> <ul style="list-style-type: none"> • Improve the way services are delivered through simplification, rationalisation and generating economies of scale through a Shared Service model while at the same time improving performance standards • To ensure staff are protected and develop enhanced opportunities • To ensure the Council is able to attract and retain the best people to deliver its public services • To ensure that the Council are able to maintain a resilient retained service over the long term <p>Cost</p> <ul style="list-style-type: none"> • Realise efficiency savings to provide opportunities for services transformation • To achieve Gershon savings and achieve value for money through best use of resource allocation including people, finance and assets • To maintain a balanced budget in the long term <p>Time</p> <ul style="list-style-type: none"> • To go-live with a significant shared service initiative by April 2008 in order to begin to realise savings in 2008/09. <p>This aims are objectives are being delivered through a Shared Services Partnership with Rushcliffe Borough Council to find a private sector partner.</p> <p>What outcomes do you want to achieve?</p> <ul style="list-style-type: none"> • 10% minimum saving in year one with 3% (or equivalent government target) year on year. • Staff Protections within the contract • Resilience for services
2	<p>Are there any associated services, policies or procedures? Yes/No</p>

	<p>If 'Yes' please list below</p> <p>Internal The project directly impacts:</p> <ul style="list-style-type: none"> ▪ HR ▪ Financial Services ▪ Property Services ▪ IT and ▪ Revs and Bens <p>It will indirectly impact:</p> <ul style="list-style-type: none"> ▪ Retained services of the Council <p>External There will be an impact on Revs and Bens customers however this is anticipated to be minimal in the transition and improved performance over the course of the project.</p>
3	<p>Who is affected by this policy, practice, service or function, or by the way it is carried out? i.e. Who are the internal and external customers, groups, communities or any other stakeholders?</p> <ul style="list-style-type: none"> ▪ The main stakeholders are the Council employees that are in-scope for the project. ▪ The retained services will also be impacted as it will mean new ways of working for managers and staff through the transition and mobilisation phase. ▪ Revs and Bens customers are impacted. ▪ <i>HR – recruitment and selection/processes to employ staff</i>
4	<p>Who implements, carries out or delivers the policy, practice, service or function? Please state where more than one person, team, department or body? – and include any outside organisations who deliver under procurement arrangements etc.</p> <ul style="list-style-type: none"> ▪ The Project Team are delivering the project. This includes the Project Board, Project Team, the Staff Forum and the Trade Unions. ▪ The project is being run in partnership with Rushcliffe Borough Council who are providing project management.
5	<p>Is the policy, practice, service or function affected by external drivers for change? e.g. new legislation, national policy, external</p>

	<p>inspection etc.</p> <p>External drivers include:</p> <ul style="list-style-type: none"> • Efficiency and value for money – The government has required Councils to make 3% Gershon efficiency savings year on year for the last 3 years. These savings targets are set to continue with a greater proportion being made as cashable sums. If these savings targets continue they will begin to have a detrimental effect on the quality of service delivery. For Charnwood this would lead to reductions in staff levels which would impact on performance and the resilience of the Council’s workforce and some of its functions. There is also the growing requirement for Councils to demonstrate they are providing services that meet value for money objectives. Currently some of the Councils services are more expensive than our nearest neighbours without necessarily improved performance or customer satisfaction. • Financial Pressures – A significant proportion of the Councils financing is met by the Central government grant determined through the Comprehensive Spending Review (CSR). The CSR calculates the grant allocation for the next three years. There have been clear indications that Councils will be receiving reduced funding (at least 3%) although the detail won’t be known until October/November 2007. There is also a Political desire to maintain the current Council Tax level with only a small increase to reflect inflation. The Councils own costs of services continue to increase year on year as the cost of external contracts and staffing increases. • Staff recruitment, retention and resilience – A number of services finding it increasing difficult to recruit candidates to specialist/professional posts. We are also competing with the private sector on salaries and career opportunities. As more of the Councils services are provided by private sector partners to pressure on the • Customer Expectations – Customer Expectations continue to rise nationally. Recent customer satisfaction surveys of the Councils customers identify areas of both high and low satisfaction. In order to meet the demand of increased expectations the Council needs to improve how it delivers services to be more responsive to customer needs. The Councils financing currently doesn’t allow for the level of investment required to meet these rising expectations. • National Shared Services Agenda – The publication of the Local Government White paper increased the focus for Councils to develop shared service options as part of an enabler for wider service transformation. The Government has recently launched its strategy for Front Office Shared Services. • T-gov and Information Technology improvements
6	<p>What existing or previous inspections of the policy, practice, service or function are there? E.g. Best Value Inspections, policy reviews, research into the effects of a policy or practice.</p> <p>None</p> <p>What did they tell you?</p>
7	<p>How is information about the policy, practice, service or function publicised?</p>

- Council Intranet project site
- Shared Services Bulletin – outstanding action
- Staff Forum and Trade Union feedback
- Staff Matters (one or two articles)
- Charnwood News (one article)

STEP 3 Equality Impact Assessment

Although this form is set out under the six strands of equality we are focusing on (race, disability, gender, age, religion and belief and sexuality), consider any impacts/barriers that might cross over between race/disability, gender/religion and belief, sexuality/age etc. or all three. Use the boxes on the next couple of pages to indicate where the policy, practice, service or function could have a **positive** or **negative** impact for different groups and your reasons.

Race

This question looks broadly at adverse impacts/barriers in terms of race, whilst the next page considers adverse impacts/barriers which may be particular to people from one ethnic group.

Question 9 considers impact/barriers for different ethnic groups within the five broad census headings.

8	Identify an adverse impacts/barriers of the policy or procedure on people who may be disadvantaged because of their race	
9	Broad categories used in 2001 census	Identify any adverse impact/barriers of the policy, practice, service or function on people who may be disadvantaged because of their race
	• Asian or Asian British	
	• Black or Black British	
	• Chinese	
	• Dual Heritage	
	• White	

	<ul style="list-style-type: none"> Any other people 	
	Gypsies and Travellers	
	Asylum Seekers and Refugees	
10	<p>Where do you think improvements could be made for people of different racial groups?</p> <p>Ensure that contractor provides information in different languages and provision of interpreters Access to internal interpreters – if a significant proportion of staff are moved from the site, reduced access to interpreters. ACTION include in spec/schedule</p>	

Gender

It is worthwhile remembering that women and men have different priorities in relation to what services they want and different needs for how these are provided. Men-only or women-only delivery for some services could be an option.

11	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their gender.	
	Women	High proportion (95%) of the part-time workforce in the shared services project are female therefore relocation will disproportional affect this group.
	Men	
	Transgender	
12	<p>Where do you think improvements could be made for people experiencing disadvantage because of their gender?</p> <p>Transport Options ACTION Ensure employees individual needs are raised with the preferred supplier – to be included in the contract? (Council to work with them) These are will be covered for a number of years (to be negotiated)</p> <p>Patterns of work ACTION Flexible working – home working</p>	

	<p>Retraining options for people remaining on site</p> <p>Redeployment Staff who might be affected may be redeployed within the retained function ACTION to be picked up by Project Team and proposals worked up.</p> <p>However, these actions are unlikely to entirely mitigate the above issues for all existing employees.</p>
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Disability

13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their disability.	
	People with physical or mobility impairments	Potentially dependant on transport access See vulnerability comment below
	People with sensory impairments (hearing, visual and speech)	Travelling? See vulnerability comment below
	People who use mental health services	See vulnerability comment below
	People with learning disabilities	See vulnerability comment below
	People who have a non-visible condition such as epilepsy or diabetes	Epileptic staff unable to drive if relocated – dependant on public transport See vulnerability comment below
	Carers	See vulnerability comment below
14	<p>Where do you think improvements could be made for people experiencing disadvantage because of their disability?</p> <p>Staff</p> <ul style="list-style-type: none"> ▪ Relocation issue (see actions stated in gender section) ▪ People many need to attend doctors more regularly often set up around current working patterns – this will impact on standing arrangements – to be picked up in by preferred bidder. <p>Customers</p> <ul style="list-style-type: none"> ▪ Ensure information is in alternative formats in included for customers. ▪ Ensure provision is made within the contract for adequate information and support to our vulnerable customers. 	

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Age

15	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their age.	
	0-9	
	10-15	
	16-19	
	20-29	
	30-44	
	45-59	
	60-64	
	65-74	
75-over		
16	Where do you think improvements could be made for people experiencing disadvantage because of their age?	
	General comment - In directly linked to caring responsibilities	

Religion and Belief

17	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their religion or belief.	
	Christian	
	Buddhist	
	Hindu	
	Jewish	
	Muslim	
	Sikh	
	Other	
	No religion or belief	
18	Where do you think improvements could be made for people experiencing disadvantage because of their religion or religion?	
	Currently sign-post staff with religious requirements for a place of worship during the working day to facilities within Loughborough. This may not be available at an alternative location.	

	ACTION – include in as a question in the preferred bidders work to identify staffing needs.
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Sexuality

19	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their sexuality. Lesbian, gay or bisexual people	N/A
20	Where do you think improvements could be made for people experiencing disadvantage because of their sexuality? N/A	

General

Ensuring the contractors Equal Opportunity policies meet the Councils required standard ACTION to be assessed at the preferred bidder stage

Other Categories

21	Students N/A
22	Rural/Urban N/A
24	Any other N/A

Customer Access

25	<p>How do customers currently access the service i.e. what are the access channels e.g. web, telephone, letter etc.</p> <p>Revs and Bens – Customer Service Centre – this service will remain. There is a risk once back office staff have relocated that the quality of face to face may go down. However the overarching aim is to improve performance through processing times etc.</p> <p>Support Services – currently a lot of face to face interactions, once relocated this wont be as easily accessible. This needs to be managed through the relocation transition Gauge level of onsite support</p> <p>ACTION – identify level of on-site support</p> <p>Are there any physical barriers to accessing the service</p> <p>N/A See comments on support staff</p> <p>How are they overcome?</p> <p>What customer involvement in setting the customer service standards i.e. opening hours, response times, availability etc.</p> <p>PIs are within the specification/performance mechanism.</p>
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STEP 4 Collecting the information and data about how the policy, practice, service or function impact on communities

Please record your information and data below with reference to:

- Deciding what information or data you will need or desire

- Using both quantitative and qualitative data
- Ensuring that where possible there is information that allows all perspectives to be considered
- Identified any gaps in the information/data and what it can tell you

Data or information	When and how collected	Source	What it tells you – please consider all 6 equality strands where possible	Gaps in information
Customer feedback and complaints	N/A			
Consultation and community involvement	Staff Forum and Trade Unions to date. Ongoing throughout project			
Performance information including Best Value	N/A			
Take up and usage data	N/A			
Comparative information or data where no local information	N/A			
Census, national or regional statistics	N/A			
Access audits or assessments e.g. DDA	N/A			

Data or information	When and how collected	Source	What it tells you – please consider all 6 equality strands where possible	Gaps in information
assessments				
Workforce profile	Get breakdown of workforce affected – across strands – ACTION			Possible gap in mode of transport and those with caring responsibilities
Where service delivered under procurement arrangements – workforce profile for deliverers	?			
Monitoring and scrutiny outcomes	N/A			

STEP 5 Monitoring

For this step it is important to refer to any monitoring information which is already held. As stated in the guidance notes arrangements need to be set up for effective monitoring if this is not already taking place.

	How do we know whether our service is accessible to all groups? N/A
	If there is a lack of information, what research will be carried out, and for which groups? N/A
	If this is a new policy, or one not currently monitored, what are the arrangements to begin monitoring the actual impacts of the policy? N/A

STEP 6 Consultation

	<p>What have service users/non-users or other stakeholders (including employees) already told you about the policy and negative impacts? Who has been consulted and what methods were used?</p> <p>Formal consultation process in place through Trade Unions and Staff Forum – On-going in raising issues to be dealt with throughout the project</p>
	<p>If you need to carry out further consultation, who will you be consulting with and by what methods?</p> <p>See above.</p>

STEP 7 Equality Action Plan

Problem/barrier identified	Actions to overcome problem/barrier	Resources required	Responsibility	Target date
Language barriers	Ensure that contractor provides service information in different languages and provision of interpreters for front line service - include in spec.	Time	MH	Feb 08
Relocation issues	<ul style="list-style-type: none"> ▪ Ensure employees individual needs are raised with the preferred supplier – to be included in the contract? (Council to work with them) ▪ These are will be covered for a number of years (to be negotiated – minium of 4 years as stated in Purple Book) ▪ Flexible working arrangements developed by contractors ▪ Retraining options for people remaining on site ▪ Staff who might be affected may be redeployed within the retained function to be picked up by Project Team and proposals worked up. 		MH Contractors during ITPCD2 RH RH	End Jan 08 End Jan 08 Mar 08 Mar 08

Disability requirements	<p>Staff Ensure contractors pick up information on staffs additional needs once preferred bidder is selected and move into mobilisation phase</p> <p>Customers</p> <ul style="list-style-type: none"> ▪ Ensure information is in alternative formats in included for customers. ▪ Ensure provision is made within the contract for adequate information and support to our vulnerable customers. 		<p>MH</p> <p>Contractor</p>	<p>April 08</p> <p>Feb 08</p>
Religious requirements	<p>Include need for place of worship as a question in the preferred bidders work to identify staffing needs.</p>		<p>MH</p>	<p>April 08</p>
General Policy	<p>Ensuring the contractors Equal Opportunity policies meet the Councils required standard</p>		<p>JB</p>	<p>Mar 08</p>
Reduced service for retained council	<p>Identify level of on-site support currently enjoyed by services then ensure provision is made within service level to receive required standard of on site service provision</p>		<p>Contractors</p>	<p>Jun 08</p>
Measuring impacts	<ul style="list-style-type: none"> ▪ Equality breakdown of workforce affected to include ethnicity, disability, age, PT/FT etc ▪ Survey to capture information not currently held, eg current mode of transport to get to work, staff opinions of problems envisaged with longer travelling times. 		<p>JB</p>	<p>Jan 08</p>

Consultation and Communication	Staff Consultation and engagement throughout the process		RH	Ongoing
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