

Initial Equality Impact Assessment and Analysis (EqIAA) for CAH Integration: Administrative Support Review

Introduction

CAH Integration

1. Following consultation regarding the formation of a single Children, Adults and Health department in July-September 2012, a decision was taken by Policy and Resources Committee on 5 November 2012. The new department was formed on 1 January 2013.
2. This provides opportunities to realise benefits resulting from integration of the teams, including the transfer in of the public health team. Integration projects will involve reviewing current operating practises with the aim of moving to standard and integrated working methods and systems where possible and appropriate. The savings target associated with the combined impact of all the Children, Adults and Health integration projects is £1125K.

Administrative Support Review

3. The aim of this project, in response to the rest of the departmental integration changes, is to ensure a cost-effective and fit for purpose business support and administration function is provided that meets the needs of the changing structure of the CAH department.
4. Options recommending the most appropriate approach to forming the future operating model and how it will be implemented were considered by CAH directorate on the 27th September 2013 and a model of Centralised Administration teams based on location / building rather than department or division was agreed as the preferred vision. However, it was also noted that whilst this vision could ultimately be applied corporately, within the constraints of this project it will be applied to the CAH department.
5. The delivery of the agreed savings target of £20k for 13/14 will be met by surplus salary budget due to a vacancy during this period. Savings of £100k are also targeted annually thereafter. This is intended be met by the improvements and revised operational structure that will be developed by this project.

Scope of the Review

6. The scope includes all the roles which predominately provide business, administrative, advice, systems administration and information support to the various teams and services across the whole CAH department.
7. The project will consist of two phases that will be progressed concurrently.
8. Phase 1 will focus on the main office locations of Badminton Road (BMR) and the Kingswood Civic Centre (KCC) where the vision of Centralised Administration teams will be developed and implemented.
9. Phase 2 will focus on the Locality Hubs and other satellite offices to seek best practice (that will input to the BMR and KCC developments) and opportunities for further development/improvement.

Objectives of the Review

10. The objectives of the review are to:

- Enable the newly formed CAH department to be supported by efficient and cost effective administration functions to ensure we meet the current and future needs of the organisation, members, partners and communities.
- Align with the implementation of the Council-wide Service Optimisation programme in respect of all administration functions.
- Deliver efficiency savings of £20k in 13/14 and £100k 14/15 and beyond to enable CAH to positively contribute to a balanced Medium Term Financial Plan (MTFP) for the Council.

Specific objectives and outputs are:

- Delivery of an operational restructure that forms new physical administration teams by location that supports all CAH teams and services which will enable the business to achieve the agreed savings target of £20k for 13/14, and an additional £80k in 14/15, giving £100k annually thereafter.
- Delivery of new and revised business processes to underpin the new operating structure.
- All required project methodology products delivered according to Evolution and T&E standards. Including successful outcomes from Project Assurance and Gateway reviews.
- Communication updates and consultation documents for staff and Trades Unions.

Potential impacts upon equality groups and how the review will ensure there is no disproportionate negative impact upon any equality group

11. The Review is likely to make recommendations that will result in posts within scope of this review being deleted. Post holders may be part of a ‘protected characteristic’ group.

- The Council workforce change procedure, which itself has been equality impact assessed, will/has been followed throughout the Review to ensure no disproportionate impact upon any equality group.
- Members of the Review project team and Project Stakeholder Group have been assigned responsibility for individual members of staff within scope of the review. They are responsible for ensuring that those staff receive communications and contact as appropriate and in a way that meets their individual needs.
- HR monitors equality related information in respect of staff. There are 102 staff who complete tasks that are in scope of this review:

Equality Group	Number	% in scope	CAH Department population (2012-13) %	SGC workforce population (2012-13) %
Female	96	94.1	67.7	71.8
Male	#	5.9	34.4	28.2
Aged 65 and above	#	1		3.5
With a declared disability	#	4.9		4.3
White British	95	93.1		85.4
BME	#	1.9		5.3
Ethnicity not disclosed	12	11.7		9.3

NB. Where less than 10, numbers are replaced with a # symbol to allow for confidentiality. The table shows that, in comparison to the Council workforce (and Departmental Workforce in relation to Gender), there is a high proportion of Female staff in scope of this project. It is also noted that the proportion of 'declared disability' and 'White British' are slightly over-represented, however 'Ethnicity not disclosed' is higher than average. As previously noted, all individuals will / have, throughout the implementation of the workforce change procedure, be / been assigned an individual with responsibility for meeting individual needs.

12. Management information collated and analysed by activities within scope of this review may be used to inform decisions relating to equality groups.

- The necessity of future reports will be reviewed and all reports that continue will include equalities analysis as a key element.
- To ensure that the review does not reduce activities that could impact on vital decision making relating to equality groups all proposals will be subject to a 45 day period of consultation with staff and key stakeholders. The consultation is due to run from late March through to early May 2014. In addition, face to face consultation sessions will be held with staff in scope of the application of the workforce change process initiated by this review.
- Regular communications for all CAH members of staff is being proved via the People Bulletin.
- Any equality issues arising from the implementation of this review will be addressed as necessary so that all individual needs can be met. To date no equality issues have been identified or raised by CAH staff.

Actions as a result of this Initial EqIAA

The Council is reminded of its statutory duty, in the exercise of its functions, to have due regard to the need to:-

- I) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010;
- II) Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it; this means:-
 - removing or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
 - taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
 - encouraging persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- III) Foster good relations between persons who share a protected characteristic and persons who do not share it; this means:-
 - tackling prejudice.
 - promoting understanding.

As a result of this initial EqIAA there are no direct equality implications which would require the Council to rethink the implementation of the changes proposed and consulted upon with staff and trade unions for the Administrative Support Review.

However, the project team will continue to keep this Initial EqIAA under review, ensuring updates are made as the project progresses.