

Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Council wide	Changing The Workplace
Lead person: Lorraine Ritchie	Contact number: 07891271815

1.Title: Business Support and Administration Review project
Is this a:
<input type="checkbox"/> Strategy / Policy <input type="checkbox"/> Service / Function <input checked="" type="checkbox"/> Other
If other, please specify. This is a project within the Changing The Workplace programme.

2. Please provide a brief description of what you are screening
2.1 Background
<p>This project will identify and review, alongside service specialists, a series of business support functions and re-define how these will be carried out, in order to determine more efficient and innovative ways of working which will meet the objectives and efficiencies detailed in the business case for Changing The Workplace (CTW).</p> <p>Within the context of this project, a business support function or activity is one that can support the council in a generic way and does not require service or directorate specialist knowledge.</p> <p>Having undertaken a series of business support reviews and having redefined and streamlined these functions, this project will also inform how these functions are best located and accessible within the resulting facilities in the City Centre, having identified synergies between functions and any specific service requirements.</p>

This project builds on previous work undertaken as part of the DECATS (Delivering Efficient Corporate and Transactional Services) programme, where it was identified that there were 670 FTE undertaking general administration across the council. The DECATS definition of General Administration is “Administrative, clerical and secretarial support to managerial, technical and professional staff in strategic and support service functions”.

By considering alternative administrative and process models, streamlined activities and functions, and by increasing automation, including self service, and increasing “shared services” to create economies of scale, the number of FTEs can be reduced. This project will deliver this element of efficiency identified by DECATS.

This reduction (equivalent of 188 FTEs) is required in order to meet the efficiencies, objectives and the space availability in the resulting city centre facilities, as set out in the business case for CTW. There is no indication at the start of this project where these posts will be found.

This project will identify and review business support functions and activities:

- a) With a view to carrying these out centrally, based on a shared services approach and driving economies of scale, where appropriate;
- b) In order to introduce improved standardisation and remove customisation;
- c) In order to introduce more efficient, streamlined and innovative ways of working;
- d) To meet the objectives of the CTW programme, specifically around greater collaboration and integration, optimum use of resources, improvements in productivity, value for money, quality of service and customer satisfaction, and delivering cashable savings and realising reinvestment opportunities;
- e) To inform what resources will be required to undertake these functions in the resulting city centre facilities; and
- f) To inform the locational requirements of these functions in the resulting city centre facilities, having identified synergies between functions and services and any specific service requirements. Opportunities will be maximised based on the facilities and space available in the resulting city centre location.

To underpin this project, a series of high level design principles have been agreed for future Business Support in Leeds, through consultation with the CORS group (Chief Officers for Resources and Strategy).

2.2 Areas for review within Phase 1

Following a number of sessions with key stakeholders and the CORS group, it has been agreed that this project will review the following functions and activities, looking specifically at the processes relating to the administrative, clerical and secretarial support needed for managerial, technical and professional staff:

1. **Digital Mail.** This will incorporate mail, both internal and external, including receipt, opening, scanning, referencing, despatch and distribution. This will link to the projects for EDRMS (Electronic Document Records Management), the Records Management facility and general records management processes and protocols.
2. **Print.** This will include printing, faxing and reprographics, to include local printing, bulk printing and that which is done externally or is currently outsourced. To also include mail merging, despatching, packing and distribution as appropriate. To take into account issues when working from remote sites and the need to collect on demand any confidential printing. There will be a link between Mail and Print.
3. **Records Management.** This will incorporate waste disposal, confidential waste, filing and archiving of records in accordance with the IKM (Information Knowledge Management) review and associated council policies and strategies. There is a link here again to the review of mail and print as above, the Records Management facility and the use of EDRMS.
4. **Purchase To Pay.** (PTP) This includes standards and the processes to identify products, ordering, paying for, storing, and maintaining stock controls of goods, equipment and services. Initially we are looking at two areas. These are:
 - office supplies and stationery
 - travelPTP will create a concept which potentially can be rolled out across the council for other areas of spend. This review links to the wider procurement review and the supply, provision or delivery of goods and services.
5. **Directorate/ Personal Assistant (PA) support.** Activities within the review include supporting, organising, chairing and minute taking at meetings, supporting committees and members, scheduling and managing diaries, scheduling and managing attendance at training courses and events, organising and managing catering or refreshments at events and meetings, telephone support and creating, producing, collecting and printing documentation for various forums and meetings.
6. **Internal customer interfaces,** whether these are face to face enquiry/ receptions, internal telephone help lines, or online channels, where routine general administrative support is provided. To include access and processes for booking internal meeting rooms and associated equipment, processes for reporting technical faults with equipment and processes for having replacement or fault rectified, processes for welcoming and signposting, enquiry handling and logging of details, booking appointments, statistical requirements, handling post and the distribution and data collection processes for any work or hand-offs.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		√
Have there been or likely to be any public concerns about the policy or proposal?		√
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	√	
Could the proposal affect our workforce or employment practices?	√	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none">• Eliminating unlawful discrimination, victimisation and harassment• Advancing equality of opportunity• Fostering good relations		√

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

Whilst this project is part of Changing The Workplace programme, which has its own overall assessment of the programme's impact on equality, diversity, cohesion and integration, this assessment concentrates on this project "Business Support and Admin Review". This document will inform the areas set out on page 3 but due regard will also be given to each specific project as it is scoped, planned and implemented.

The initial DECATS work, which identified the 670 FTE who were deemed to be undertaking general administration across the council, did not collect information about the detail of the different equality characteristics within this number of people. However it can be assumed, based on the equality characteristics of the council's workforce, that this group contains black and minority ethnic and non black and minority ethnic staff, disabled staff, staff of varying age groups and gender, sexual orientation etc. and therefore we must ensure that we need to be particularly aware of this when considering changes that involve location of staff, accessibility to buildings and services, transport, flexibility of hours, working hours, health and safety and procedures.

For most of the sub projects, when gathering the "as is" or current position (e.g. for mail) equality information will be captured to see how this changes as the processes, functions and structures are implemented over time. This equality information will be monitored to ensure that these groups are not negatively impacted upon in comparison to overall.

For others it will be essential to explore and give due regard to changes, strategies, policies and any business cases that are proposed and to demonstrate that consultation has taken place with staff, managers, the CORS group, Human Resource (HR) colleagues and through the equality forums where this is appropriate.

A Steering Group will be formed to direct and lead the overarching project. This includes HR representation. Project Leads will be assigned to each of the sub-projects and each will be scoped in detail before being planned.

For the communication strategy it is essential that a range of methods are used to ensure that everyone is included in consultation and engagement and are fully aware of the changes that are taking place and how this affects them as individuals, teams, services, the wider directorate and the council as a whole.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

The changes planned within this project could mean that there is both positive and negative impact arising from a whole range of issues. For example:

1. Increased use of and changes to technology could positively impact individuals who are confident in using technology as it will streamline processes and speed up transactions. For those who, have restricted access or do not have confidence in using technology this may negatively impact on individuals. There can be delays in receiving specialist software for disabled people which can negatively impact on the person being able to carry out their duties.
2. Changes to staff location could lead to tension or anxiety for particular groups or individuals where they are relocated to areas unfamiliar to them. It could also negatively impact those who have caring / parental responsibilities where journey times or routes are affected by the change. This could equally apply in reverse and have a positive impact where journeys and time travelling is reduced, areas are more familiar and there is a greater work life balance for individuals or certain groups.
3. Accessibility to buildings and to locations is a key consideration when looking at staff relocation. As this project is part of the Changing The Workplace Programme, there are protocols in place to ensure that work locations are accessible. However this specific project is reviewing functions across a number of directorates and services so it is crucial that these issues are all considered at every opportunity and consultation reflects that due regard is given to promote positive and strong relationships.

In order to achieve the efficiencies as agreed for the CTW Business Case, it is envisaged that the following outcomes and impacts may arise as a result of Phase 1:

- Redefined procedures, processes and practice
- Revised roles, duties, responsibilities and job descriptions/ employee specifications
- Revised grades and restructuring requirements
- Reduction in FTEs required for the resulting service functions
- Relocation issues for staff and managers
- Introduction to New Ways of Working
- Training and development requirements
- Communication and knowledge requirements

Working closely with HR colleagues and trade union representatives, it is imperative that we ensure that all equality groups have fair access to the Early Leavers Initiative, redeployment processes and that everyone is given fair treatment as roles, duties, responsibilities, job descriptions and restructures are affected.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

Positive impact will be promoted by ensuring comprehensive consultation and

engagement and an effective communication strategy are in place, which use a wide range of methods to involve staff. HR colleagues and trade union representatives will be involved in all aspects of the project from the start.

The project will be managed in such a way that individual needs are considered and addressed appropriately. Whilst effective communication plans will be in place, there will also be one to one support provided throughout the process where and when this is required.

Capturing equality data will form part of any “as is” definition or statement about the current position and this will then be monitored throughout the change process to establish how this has changed and what this looks like in the “to be” or position when the project or change has been implemented.

Whilst the overarching impact assessment for Changing The Workplace, and this one, will inform each area of review, each project lead for the sub projects will be expected to give due regard to specifics within each sub project as required.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.**

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Lorraine Ritchie	Project Manager	13 th October 2011

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

Please send a copy to the Equality Team for publishing

Date screening completed	13 th October 2011
Date sent to Equality Team	13 th October 2011
Date published	13 th October 2011