

FULL EA – STAGE 2 (See Guidance information page 6 – 9)

Step 1– Scoping the Equality Assessment (EA)

Building on the material included at the Initial Screening stage, you should begin the EA by determining its scope. The EA should consider the impact or likely impact of the policy, strategy, function or service in relation to all areas of our remit. The EA should be proportionate to the significance and coverage of the policy, strategy, function or service.

1. What data, research and other evidence or information is available which will be relevant to this Equality Assessment? Please tick all that apply			
Service Targets	<input type="checkbox"/>	Performance Targets	<input type="checkbox"/>
User Satisfaction	<input type="checkbox"/>	Press Coverage	<input type="checkbox"/>
Workforce Monitoring	<input checked="" type="checkbox"/>	Community Intelligence	<input type="checkbox"/>
Complaints & Comments	<input type="checkbox"/>	Information from Trade Unions	<input type="checkbox"/>
Other (please specify)	<input checked="" type="checkbox"/>	Service Take-up	<input type="checkbox"/>
Budget Consultation		Census Data	<input checked="" type="checkbox"/>
		Previous Equality Impact Assessment	<input type="checkbox"/>
		Staff Survey	<input checked="" type="checkbox"/>

Please provide details on how you have used the available evidence/information you have selected as part of your Assessment?

The full Equality Assessment flows on from the Initial Screening completed in January 2013.

The transformation of CYPF services through the consolidation of front facing customer access teams is based on a business case approach. The new directorate operating model has been developed in consultation with Assistant Directors and Heads of Service. It is transformational and will improve customer service and reduce costs, whilst ensuring critical safeguarding measures are maintained. Front facing customer access teams will be integrated into a 'CYPF Advice & Information Service', providing a single point of contact, and more efficient, consistent processes and service delivery.

Service Review Activities/Data Gathering:
 As part of the redesign of the service a number of data gathering activities have been carried out to develop an understanding of service areas, processes and systems. These activities included detailed due diligence data gathering, analysis of call volumes. These activities have informed the proposals for the service redesign, including sizing the staff resource requirements, and identified the impact of service integration and consolidation.

The redesign may result in a small amount of staff headcount reduction (potentially reduction by 4 fte) with staff subject to redeployment or compulsory redundancy. Staff may also be required to move role or job location. This impact will be mitigated through the removal of agency staff, deleting vacant posts, redeployment, and some staff at Grades 1,2 & 3 may be eligible for disturbance allowance if required to move office location.

The aim is to improve the service provided to Customers by managing staff resource more effectively to reduce call abandonment rates, and to provide consistency of service. The service level should therefore not be reduced, and no barriers should be created to meeting the needs of all service users.

Workforce Monitoring

This provides a breakdown of staff profile and protected characteristics. A full profile of the staff group is not available until selection and recruitment is completed in April 2013. Human Resources have provided the data for 109 staff in scope. This data shows that the majority of staff are female; therefore it is likely they may be disproportionately affected by the proposals (See Appendix 1). BME staff make up around 40% of the in scope workforce, and this could result in a disproportionate impact on this group (See Appendix 1).

2. Have you identified any gaps in relation to the above question? Yes No
If 'Yes' please detail including what additional research or data is required to fill these gaps? Have you considered commissioning new data or research?

If 'No' proceed to Step 2.

Workforce Monitoring

The workforce monitoring which is provided by Human Resources is not complete for all staff until recruitment and selection is completed in April 2013. The data does not provide information on all protected characteristics. Human Resources have circulated briefings across the whole of the city council to encourage employees to provide additional personal information in relation to the equalities characteristics, when this is available the workforce profile will be updated.

Service Design

Further more detailed work will need to be completed on identifying priorities for the CYPF Advice and Information Service, and on process design and developing the detail of the service design. This will further inform the impact on service users, staff, and partners.

Step 2 – Involvement and Consultation (See Guidance information page 7)

Please use the table below to outline any previous involvement or consultation with the **appropriate** target groups of people who are most likely to be affected or interested with this policy, strategy, function or service. (See Appendix 3 – for details on each target group)

Consultation

Birmingham has a youthful age profile, with 22% of the population being children (0-15), and in contrast to the national and regional picture there are more children than pensioners in Birmingham (Data from the Office for National Statistics, Crown Copyright, July 2011). Therefore the delivery of services through the CYPF Advice and Information Service will impact on a large proportion of the Birmingham population, as well as staff currently working in the services in scope of the redesign. Staff and Service User consultation has taken place as detailed below and no specific issues have been raised relevant to protected characteristics.

City Council Budget Consultation Report and Feedback

The corporate analysis of consultation showed that two thirds of online respondents agreed or strongly agreed with this proposal, far more than disagreed. There was one comment received raising concern that calls would be moved into the corporate contact centre, but this is not planned as part of the service redesign.

Trade Union Consultation

Trade Unions have been consulted on the proposal since November 2012 at informal meetings on 20th November and 4th December and at formal meetings on 18th December, 22nd January 2013, 29th January, 5th February, 12th February and 4th March. Consultation meetings are ongoing. Trade Unions have clarified the proposals, and raised questions and points in relation to the following:

- How due diligence data was used to determine the staffing resource required – issue resolved
- Staff headcount/ringfenced posts – issue resolved
- Opening hours for CYPF Advice & Information Service – issue resolved
- Scheduling of trade union consultation meetings - corporate discussion
- PSS and impact of other CYPF redesigns
- Whether Team Assistants are in or out of scope - been given a choice to express an interest in PSS or the CYPF Advice & Information Service
- Voluntary redundancy - Targeted VR trawl has not been offered to staff due the availability of posts within BCC

Staff Consultation

The City Council Budget Consultation report was made available to all staff. In addition a series of consultation briefings were held on 15th November 2012 (See Appendix 2 – Briefing Slides), 19th December 2012, 5th February 2013 (See Appendix 3 – Briefing Slides) and 15th February 2013, where details of the service design were presented. Those that did not attend were emailed information presented at the events. Staff raised questions about various points, and these have been collated as Frequently Asked Questions (FAQ) which have been emailed to staff (See Appendix 4).

Target groups	3. Describe what you did, with a brief summary of the responses gained and links to relevant documents, as well as any actions
Age	<p>Staff The staff data indicates that the largest age group of staff is between age 40 - 49 (See Appendix 1). City Council procedures for service redesign and selection will be followed for staff to mitigate any adverse impact and only a limited amount of headcount reduction is possible (See Step 1 for details of mitigation).</p> <p>Service Users There is no adverse impact identified with the changes being introduced.</p>
Disability	<p>Staff The staff data indicates that 8% of staff have categorised themselves as having a disability (See Appendix 1) The city council process for 'selection for redundancy' takes into consideration absence relating to disability, and this information has been shared with staff at briefings. City Council procedures for service redesign and selection will be followed for staff.</p> <p>'AbilityNet' is a national charity helping disabled adults and children use computers and the internet by adapting and adjusting their technology (http://www.abilitynet.org.uk/). Staff were deployed as User Acceptance Testers alongside the Customer First test team and together with AbilityNet their expertise was applied to the CRM and web solution and defects raised for review. One member of staff in scope uses the Supernova Access Suite software. Supernova is a full screen reader which has been developed for visually impaired users offering magnification and speech support. There</p>

	<p>are compatibility problems with Supernova and CRM which are currently being investigated by Service Birmingham. If this issue cannot be resolved the member of staff will be provided with an alternative software suite that provides the same level of magnification and speech support as Supernova, but is known to be compatible with CRM.</p> <p>Service Users No adverse impact has been identified with the changes being introduced. No access channels will be removed as part of the service redesign so the current level of access will be maintained, and also improved through the improved web facility. 'AbilityNet' is a national charity helping disabled adults and children use computers and the internet by adapting and adjusting their technology (http://www.abilitynet.org.uk/). Staff were deployed as User Acceptance Testers alongside the Customer First test team and together with AbilityNet their expertise was applied to the web solution and defects raised for review.</p>
Sex	<p>Staff The staff data shows that the majority of staff are female (See Appendix 1). City Council procedures for service redesign and selection will be followed for staff to mitigate any adverse impact and only a limited amount of headcount reduction is possible (See Step 1 for details of mitigation).</p> <p>Service Users There is no adverse impact identified with the changes being introduced.</p>
Race	<p>Staff The staff data indicates that a high percentage of staff are from a BME background (See Appendix 1). City Council procedures for service redesign and selection will be followed for staff to mitigate any disproportionate adverse impact, and only a limited amount of headcount reduction is possible (See Step 1 for details of mitigation).</p> <p>Service Users There is no adverse impact identified with the changes being introduced.</p>
Religion or belief, Sexual Orientation, Gender reassignment, Marriage & Civil partnership, Pregnancy and Maternity	<p>Staff Detailed staff data regarding these protected characteristics is not available from Human Resources. City Council procedures for service redesign and selection will be followed for staff.</p> <p>Service Users There is no adverse impact identified with the changes being introduced.</p>

4. Who are the main stakeholders and what are their requirements?

Staff

Requirements include:

- Keeping their job
- Minimum disruption to work
- Pay not being reduced
- No office relocation
- Training

Where staff have a disability and need access to work equipment to undertake their work, these have been assessed for the new location, or equipment will be moved with the staff.

Service Users (Children, Young People & Families)

Requirements include:

- Appropriate procedures in place to safeguard children
- Answer calls/enquiries quickly and efficiently
- Provide information/resolve enquiries ideally at first contact
- Joined-up provision of services across the directorate

Strategic Partners (NHS, West Midlands Police, Voluntary Groups, Ofsted)

Requirements include:

- Effective communication channels
- Good working relationship to share information and cooperate
- Shared vision for supporting and improving outcomes for children, young people and families

All stakeholders will benefit from an improved service, which addresses the high levels of call abandonment that currently exist.

5. Amongst the identified groups in the previous question, what does your information tell you about the potential take-up of resulting services?

Service Users

There may be an increased take up of services by telephone, due to the current high levels of call abandonment.

Staff/Management of information

Performance will be easier to measure as the CRM system and telephony will give an increased level of data, and can feed into managing staff resources and improving overall capability to answer telephone calls/manage enquiries.

Step 3 – Assessing Impact and Strengthening the Policy

(See Guidance information page 7)

6. What will be done to improve access to, and take-up of, or understanding of the policy, strategy, function or service?

NB: These are the measures you will take to mitigate against adverse impact.

Staff

There may be a need for a small headcount reduction by compulsory redundancy. The mitigation against this includes:

- Removal of all agency staff to coincide with the implementation of Service Redesign.
- Vacant posts have been used against headcount reduction
- Using In-Source services, including the Priority Movers register
- Outplacement support to be provided throughout for displaced staff to help the transition to roles outside the organisation, if appropriate (corporate support).

Briefings have taken place in relation to changes which are being introduced via CYPF-wide emails to staff. Further communications will be planned for when the CYPF Advice and Information Service is officially launched via email briefings.

Staff will receive a comprehensive programme of training, including an induction to the new service, and training on the CRM system. This programme commenced from 11th March 2013 and will be ongoing. Managers will receive training on monitoring information from telephony reports and the CRM IT system in March/April 2013.

Service Users/Partners

The CYPF Advice and Information Service will be officially launched in April 2013. This will involve communication activities which are yet to have been confirmed, e.g. via the Birmingham.gov website.

One aim of the service redesign is to improve access for service users due to the introduction of one telephone number to contact the CYPF services in scope, increased information on the web, and the introduction of the Customer Relationship Management IT system (CRM). Access for customers will also be improved by utilising management statistics generated through the CRM and telephony systems. These will facilitate the effective management of staff resources to meet customer demand. New Service Level Agreements, quality and customer satisfaction will be measured to be able to report to management the effectiveness of service delivery and monitor progress from the new systems.

Step 4 – Procurement and Partnerships

(See Guidance information page 8)

7. Is this project due to be carried out wholly or partly by contractors?

Yes

No

If 'yes', have you done any work to include equality considerations into the contract already? Specifically you should set out how you will make sure that any partner you work with complies with equality legislation (employment practice/service provision)

N/A

Step 5 – Making a Decision (See Guidance information page 8)

8. Summarise your findings and give an overview of whether the policy, strategy, function or service will meet the authority's responsibilities in relation to equality and support the council's strategic outcomes?

Staff

The proposal has some implications for staff. For example, there may be a need for compulsory redundancy; and some staff may need to move office location. It is possible that this could contribute to inequality if the changes in some way have a disproportionate effect on certain groups of people, but this will be minimal due to the small amount of headcount reduction envisaged. Correct BCC procedures for redesign will be followed to mitigate any adverse impact.

Service Users

The Leader of the Council's policy statement delivered in June 2012 gave three key priorities to achieve their vision. Priority 1 is, "to tackle inequality and deprivation, promote social cohesion across all communities in Birmingham, and ensure dignity, in particular for our elderly and safeguarding of children." The creation of the integrated 'front of house' customer advice and information service will provide consistent/streamlined access to the directorate aiding the achievement of this priority.

Step 6 – Monitoring, Evaluating and Reviewing

(See Guidance information page 8 and 9)

Before finalising your action plan you must identify how you will go about monitoring the policy/function or the proposals, following the assessment, and include any changes or proposals you are making.

9. What structures are in place to monitor and review the impact and effectiveness of the new policy, strategy, function or service?

Arrangements in place include:

Steering Group

Decision making body for the recruitment and selection processes, and subsequent activities to develop and implement the service design.

CYPF Advice & Information Service Management Team

Management meetings will review service provision and performance based using telephony, CRM and additional IT systems data. Managers will have clear lines of communication to obtain feedback on service provision.

Change Team

Providing support to the Advice & Information Service Management Team to review and shape service processes, provide support during the recruitment and selection process, and developing a training programme.

Internal Audits/Inspections

Respond to findings relevant to business support arising from any service/directorate audits.

Step 7 – Action Plan (See Guidance information page 9)

Any actions identified as an outcome of going through the Steps 1 – 6, should be mapped against the headings within the Action Plan.

10. Taking into consideration the responses outlined in the Initial Screening Stage and Steps 1-6 of the Full Assessment, complete the action plan below.					
	Ref (if appropriate)	Actions	Target date	Responsible post holder and directorate	Monitoring post holder and directorate (if appropriate)
Involvement and Consultation		There will be ongoing consultation with Trade Unions and Staff.	Ongoing	CYPF Advice & Guidance Service Senior Managers	
Data Collection		Further details work will need to be completed on process design, and developing the detail of the service design.	Ongoing	CYPF Advice & Guidance Service Senior Managers	
Assessing Impact		Impact will be assessed at separate milestones: - When Recruitment & Selection is completed - When the CRM system is fully rolled out to staff - Following full integration of		CYPF Advice & Guidance Service Senior Managers	

Procurement and Partnership Monitoring, Evaluation and Reviewing		services/cross-skilling - Following evaluation of telephony/CRM statistics			
		N/A			
		See Step 6 – Section 9		CYPF Advice & Guidance Service Senior Managers	

Step 8 – Sign-Off (See Guidance information page 9)

The final stage of the EA process is to formally sign off the document as being a complete, rigorous and robust assessment

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Delegated Chairperson of Equality Assessment Task Group			
Name: Lucy Walker	Job Title: Change Agent	Directorate CYPF	Sign-off Date: 25/03/13
<p>Concluding statement:</p> <p>The needs of staff and customers have been assessed in relation to the implementation of the new integrated 'front of house' customer access and information service Customer for Children, Young People and Families.</p> <p>There is no anticipated inequality of service provision, and the impact on staff will be minimal and mitigated where possible. This therefore supports the requirements of the Equality Act 2010, and the associated Equalities Duties.</p>			
Quality Check and Review by the Directorate Contact Officer:			
Name: Veronika Quintyne	Directorate Team: Equalities & Consultation Officer Governance & Policy Team, CYPF	Review Date: 15/04/13	
<p>Summary of strengths and area(s) for improvement:</p> <p>Clear mitigations in place which acknowledge that the redesign may result in a small staff headcount reduction, with staff subject to redeployment or compulsory redundancy. Staff may also be required to move role or job location creating eligibility to a disturbance allowance in some cases.</p> <p>In providing a seamless service to customers and enabling staff the remodelled service provides for a comprehensive programme of training, including an induction to the new service, with training on the CRM system.</p> <p>Four structures have been outlined for how Customer First will go about monitoring the service.</p>			
Service Director or Senior Officer (sign-off)			
Name: Rachel Egan	Job Title: Executive Sponsor	Date: 13/05/13	

Appendices

Appendix 1 – Staff Data (Workforce Monitoring)

Appendix 2 – Staff Briefing PowerPoint Slides (15/11/12)

Appendix 3 – Staff Briefing PowerPoint Slides (05/02/13)

Appendix 4 – Frequently Asked Questions