

Record of Equality and Rights Impact Assessment

Part 1: Background and Information

(a) **Background Details** - Please list ERIA background details:

ERIA Title and Summary Description	Customer Contact Organisational Review The Council is moving to a 'shared service' support model which brings together all support provided to front line customers into one Directorate and one consistent model, therefore removing business support from service Directorates.		
Service Area	Division	Director/Head of Service	Service Area Reference No.
Resources Directorate	Customer	Danny Gallacher (supported by John Arthur)	Executive Management Support

(b) **What is being impact assessed?** Describe the different policies or services (i.e. decisions, projects, programmes, policies, services, reviews, plans, functions or practices that relate to the Corporate ERIA Title):

Policies and Services	Date ERIA commenced
<p>The impact being assessed is the expected outcomes from the organisational review for Executive Management Support. This includes the objective to bring together formerly disparate key areas of Executive Management Support under one management structure.</p> <p>This will enable the consistent delivery of the Customer strategy for the Council.</p> <p>Phase One includes the alignment of Executive Management Support undertaken throughout the organisation into the new Customer Division within the Resources Directorate to deliver:</p> <ul style="list-style-type: none"> • Clear, cohesive and shared strategic outcomes • A service that will be at the forefront of embedding consistent administration function for Executive Support • Strong links to the new Committee Business Support and Strategy and Insight as fundamental enablers for business support transformation. 	January 2016

<p>Phase Two is currently under development but is expected to deliver the following:</p> <ul style="list-style-type: none"> • Process Improvement: Further refinement of consolidated areas process to deliver more efficient services • New ICT systems: Implementing new ICT systems such as a document management and workflow system for Committee Business which will allow improved process to be implemented and closer working between Committee Services and will enable efficiencies for this area. 	
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(c) ERIA Team - Please list all ERIA Team Members:

Name	Organisation / Service Area
Danny Gallacher	Head of Customer
John Arthur	Business Support Senior Manager
Isla Paterson	Project Manager (Transformation)
Louise Milliken	Business Partner (HR)

Part 2: Evidence and Impact Assessment

(a) Evidence Base – Please record the evidence used to support the ERIA. Any identified evidence gaps can be recorded at part 3(i). Please allocate an abbreviation for each piece of evidence.

Evidence	Abbreviation
1. Transformation status reports to F&R Committee dated 25 June 2015 and 27 August 2015	F&R
2. Proposed Executive Management Support Organisational Structure	ST
3. Existing staff terms and conditions	T&C
4. Draft Job descriptions	JD
5. Existing Job evaluations	JE
6. Protocol for Assignment to Posts	PAP
8. City of Edinburgh Council Organisational Review Procedure	OR
9. City of Edinburgh Council Recruitment & Section Policy	R&S
10. Equality and Rights Outcomes & Mainstreaming Action Plan	ERIA AP
11. 2015 Budget Engagement and ERIA Budget Consultation	ERIA BC
12. Executive Management Support Organisational Review Document dated 9 December 2015	EMS ORD

(b) Rights Impact Assessment – Summary - Please describe all the identified enhancements and infringements of rights against the following ten areas of rights. Please also consider issues of poverty and health inequality within each area of rights:

Life	Health	Physical Security	Legal Security	Education and Learning	Standard of Living	Productive and Valued Activities	Individual, Family and Social Life	Identity, Expression and Respect	Participation, Influence and Voice
x	x	x			x		X	X	

Please indicate alongside each identified enhancement or infringement the relevant policy or service (see Section 1b) and relevant evidence (see Section 2a).

Summary of Enhancements of Rights

Life

Supporting the development and positive enhancements of City of Edinburgh Council’s Business Support services to make them easier, quicker and more efficient for customers to access.

Health

Improving access and delivery of Business Support services. This will have a positive enhancement across the organisation as services become more efficient.

Channel Shift and moving service online may infringe on some groups with protected characteristics i.e. those with limited access to technology or IT/ literacy limitations.

Physical Security

Clear and efficient communication routes to access key services including; Housing Asset Management (i.e. safe and secure homes), Environmental (i.e. street cleaning including sharps removal), and Social Care Direct (i.e. adaptations).

Channel Shift and moving service online may infringe on some groups with protected characteristics i.e. those with limited access to technology or IT/ literacy limitations. Increasing telephony services may infringe on some customers affected by poverty or some with protected characteristics (disability, religion/belief).

Standard of Living

Improving access and customer service to services supporting citizens improve their standard of living i.e. Early Intervention and Prevention Services, Homelessness and Housing Support service, Safer Roads, etc.

Individual Family and Social Life

Support customers accessing services through face to face, online or by telephone. This includes; enhancements to times customers can access services, improved online / social media services to contact council, and multi skilled staff who can handle request / enquiries across service areas.

Identity, Expression and Self Respect

The changes to Customer Contact across services areas in scope enables people with particular protected characteristics contact and communicate with the council using the

method that most meets their needs.

Summary of Infringement of Rights. Can these infringements be justified? Are they proportional?

Children’s Rights:

- To speak up and have your views listened to
- To access information which is important to wellbeing

Impact on Poverty Inequality Targets

- All citizens are able to enjoy their potential and live well without barriers from poverty and inequality

Justification

The impact of the following proposed changes to Customer Contact is not fully known. Ongoing review will be undertaken throughout the implementations of phase one of the project and development and roll out of phase two.

In order to consider the effects as the changes are rolled out the project team will work with services and Equality and Rights Specialist Lead Officer.

(c) Equality Impact Assessment – Summary - Please consider all the protected characteristics when answering questions 1, 2 and 3 below. Please also consider the issues of poverty and health inequality within each protected characteristic:

Age	Disability	Gender Identity	Marriage / Civil partnership	Pregnancy Maternity	Race	Religion/ Belief	Sex	Sexual Orientation
x	x	x		x	x	x		x

1. Please describe all the positive and negative impacts on the duty to eliminate unlawful discrimination, harassment or victimisation. Please indicate alongside each identified impact the relevant policy or service (see Section 1b) and relevant evidence (see Section 2a).

Positive Impacts

The Review will:

- Follow the Council’s Organisational Review Procedure and Recruitment and Selection Policy to make sure all staff are treated with equality and non-discrimination before the law. (OR, R&S)
- Seek to protect existing flexible or part-time working arrangements. (ST, T&C)
- Ensure customers receive an accessible and consistent level of customer contact service across communication channel which suit requirements of protected characteristics. (ERIA AP, CHC)

Negative Impacts

No negative impact has been identified on the duty to eliminate unlawful discrimination, harassment or victimisation.

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2. Please describe all the positive and negative impacts on the duty to advance equality of opportunity (i.e. by removing or minimising disadvantage, meeting the needs of particular groups that are different from the needs of others and encouraging participation in public life)? Please indicate alongside each identified impact the relevant policy or service (see Section 1 b) and relevant evidence (see Section 2 a).

Positive Impacts
The review will: <ul style="list-style-type: none">• Have new structures which will introduce a progressive career path and create improved opportunity for young people leaving education. (ST)• Will assign staff to posts in the new structure in accordance with the Protocol for Assignment to Posts. Posts which are not filled through direct match or assignment will be subject to a recruitment process in line with Council procedure. (PAP, OR, R&S)• Support improved access to services which enable customers to enjoy their potential and live well without barriers from poverty and inequality. (CCORD, CHC)• Support the continued focus on early intervention and prevention services through improved pathway development in services including Social Care Direct, Scottish Welfare Fund and Homelessness contact. (CCORD, CHC)
Negative Impacts
A reduction in levels of staff could result in customers not being supported as efficiently in some areas of service prior to roll out of supporting ICT (CCORD, CHC). If the system is not designed in a way to advance equality of opportunity Age, Disability and Race it could lead to direct discrimination in relation to the same Protected Characteristics. (CCORD, CHC) (see recommendations)

3. Please describe all the positive and negative impacts on the duty to foster good relations (i.e. by tackling prejudice and promoting understanding)? Please indicate alongside each identified impact the relevant policy or service (see Section 1 b) and relevant evidence (see Section 2 a).

Positive Impacts
<ul style="list-style-type: none">• The integrated services model will consolidate teams, improve processes and align ways of working. This will significantly improve customer relations and ensure the delivery of an efficient and effective customer service.• Multi skilling and flexible working across service areas by staff will support an improved understanding of customer journeys through council services and identify where improvements can be made. (CCORD, CHC)
Negative Impacts
No negative impact has been identified on the duty to foster good relations.

Part 3: Evidence Gaps, Recommendations, Justifications and Sign Off

(i) Evidence Gaps - Please list all relevant evidence gaps and action to address identified gaps.

Evidence Gaps	Action to address gaps
1. Ongoing development of proposals and next phases has resulted in a gap on information and potential impacts to areas of rights and protected characteristics	Develop and implement a framework to deliver an ERIA throughout the development of proposals and next phase (including channel shift). Service Managers with the support of an Equality and Rights Specialist Lead Officer to agree process of delivering the ERIA. An up to date ERIA will be developed throughout the development of phase two.
2. Engagement with the Equality and Rights Network as a way of consulting with individuals and organisations representing the protected characteristics identified in the Equality Act 2010	Service Managers with the support of an Equality and Rights Specialist Lead Officer to agree process for delivery.
3.	
4.	
5.	

(ii) Recommendations - Please record SMART recommendations to (i) eliminate unlawful practice or infringements of absolute rights, (ii) justify identified infringements of rights or (iii) mitigate identified negative equality impacts.

Recommendation	Responsibility of (name required)	Timescale
1. Ensure inclusive engagement for customers and wider stakeholders with protected characteristics – to be included in guidance for stakeholder engagement.	Danny Gallacher (with support from Neil Jamieson, HR and Business Support Employment, Law and Policy)	April/May onwards 2016
2. Service Managers with the support of an Equality and Rights Specialist Lead Officer to agree process for delivery.	As above with Equality and Rights Specialist Lead Officer	April/May onwards 2016
3. Develop and implement a framework to deliver an ERIA throughout the development of proposals and next phase (including channel shift).	As above	April/May onwards 2016
4. Develop Customer Contact Strategy aligned to recommendations above.	As above	April/May onwards 2016

(iii) Sign Off - I, the undersigned, am content that: (i) the ERIA record represents a thorough and proportionate ERIA analysis based on a sound evidence base, (ii) the ERIA analysis gives no indication of unlawful practice or violation of absolute rights, (iii) the ERIA recommendations are proportionate and will be delivered, (iv) the results of the ERIA process have informed officer or member decision making, (v) that the record of ERIA has been published on the Council's website / intranet or (vi) that the ERIA record has been reviewed and re-published.

Date	Sign Off (print name and position)	Reason for Sign Off (please indicate which reason/s from list (i) to (vi) above)
	Danny Gallacher, Head Of Customer	