

# Swindon Borough Council Diversity Impact Assessment

## HR Admin and Payroll team changes 2016

### 1 What's it about?

Refer to equality duties

What is the proposal? What outcomes/benefits are you hoping to achieve?

Full details of the proposed changes to staffing within the HR Administration and Payroll team are detailed in the consultation document (February 2016). The key headlines are detailed below:

The proposal responds to the challenge to deliver the required budget savings to meet the 2016/17 budget; to meet the organisation demand for HR Administration services to deliver them in the most cost effective way; and to make the best use of technology to deliver the service. As a support function there is the need to be aligned to the needs of the business and our customers and to have the right skills and resources in place to deliver the service. This proposal has been developed to make efficiencies in places that have the least impact to our customers. Some of the proposed changes have been tested through holding the posts vacant, as well as working with stakeholders to identify different delivery options. Not all areas of the HR Administration and Payroll team are affected by the proposals contained in the consultation document.

There are 19 members of staff in the HR Administration and Learning and Development Administration teams impacted by this proposal. The following table details the impact on the positions within the team:

Post	Impact
HR Advisor – Recruitment	There is currently a vacant 1 x fte post which will be deleted from the organisation structure.
HR Advisor - Administration	This post will be deleted from the organisation structure and the post holder placed at risk of redundancy.
Learning & Development Administrator (Grade J)	This post is currently vacant and will be deleted from the organisation structure.
Learning & Development Administrator (Grade L)	This post will absorb any remaining tasks of the Learning & Development Administrator (Grade J) role. There are no changes to the other duties of the post holder.
HR Advisor – HR First Response	There are 4 x fte positions. These posts will be responsible for absorbing the current tasks of the HR Advisor – Administration role. This will include logging post, processing contract changes, leavers and distributing payslips for SEQOL. There are no changes to the other duties of these post holders.
Schools HR Administrators	There are 2.14 fte positions. The team will report to the Schools HR Manager and transfer to Education Services.
Schools/HR Operations Manager (Grade R)	This post will be deleted from the organisation structure and the post-holder asked to indicate their preference to transfer to either the role of Schools HR Manager or the role of HR Administration Manager.

Schools HR Consultant (Grade Q)	One post will be deleted from the organisation structure and the post holders asked to indicate their preference to transfer to the remaining role of Schools HR Consultant. The post will report to the Schools HR Manager and transfer to Education Services.
Schools HR Manager (R)	New post reporting to the Head of Education.
HR Administration Manager (Grade Q)	New post

There are no members of staff on long term sickness or maternity leave.

---

Who's it for?

This is for all of the staff in scope of the review, the staff within the wider HR Administration & Payroll team and the rest of the organisation as they receive services from the team.

---

How will this proposal meet the equality duties?

The proposal provides for the continuation of HR Administration services to our customers; ensuring wherever possible there is no adverse impact on any person and that access to the service and elimination of discrimination remains at the forefront of service values and actions.

---

What are the barriers to meeting this potential?

The proposals are based on meeting current volume levels of work so if there was an unforeseen increase in demand that may restrict the capacity to respond to some requests within the same response times as present. The reduction in posts may result in fewer opportunities for staff to progress their career within the function.

---

## 2 Who's using it?

Refer to equality groups

---

What data/evidence do you have about who is or could be affected (e.g. equality monitoring, customer feedback, current service use, national/regional/local trends)?

There are 17 members of staff currently employed in the HR Administration team based on the Civic Campus and 2 members of staff employed in the Learning and Development Administration team who work across the Civic Campus, Brunel Tower and Waterside. The proposal will impact on some staff within protected characteristic groups however this will be proportionate to the impact on the entire team.

---

How can you involve your customers in developing the proposal?

The customer base of the services provided are SBC staff, SEQOL staff, and for traded services, School Leaders and Bursars that purchase HR Administration and HR Consultancy services from the Council. It is anticipated that the impact on our customers will be minimal as service levels will remain the same as the intention is to realign work and make better use of the technology available to both staff and managers. The team has engaged with SBC managers and their staff over the last 12 months to support the launch of Employee and Manager Self Service functionality. As a result of this engagement, additional support is provided to staff unable to access IT through their workplace or at home to make best use of the Employee Self Service facility now available to them. The launch of further iTrent functionality e.g. online expenses, will be accompanied and support by on-line guides, face to face demonstrations and on-going support.

An outline proposal, including the benefits and identified risks has been shared in confidence with key stakeholders and their feedback has been included in the proposal where possible.

Engaging with the staff affected by the proposal during the consultation process and giving serious consideration to all feedback before finalising and implementing the proposal.

---

Who is missing? Do you need to fill any gaps in your data? (pause DIA if necessary)  
 All protected characteristics have been acknowledged and considered when developing the proposal.

**3 Impact**

Refer to dimensions of equality and equality groups  
 Show consideration of: age, disability, sex, transgender, marriage/civil partnership, maternity/pregnancy, race, religion/belief, sexual orientation and if appropriate: financial economic status, homelessness, political view

As outlined in parts 1 & 2, it is recognised there is diversity across the teams impacted by the proposal and this has been considered throughout the development of the consultation proposal.

Structural changes will affect all staff groups but there will be the opportunity for all staff to engage in the consultation process and in the recruitment and selection process thereafter. It is respected that some staff may not wish to disclose personal information but there will be every opportunity to support those who identify any additional needs during the process.

**a)** Does the proposal create an adverse impact which may affect some groups or individuals? Is it clear what this is? How can this be mitigated or justified?

The following adverse impacts may result from this proposal:

Impact on staff	Impact on customers
<p>New ways of working and engagement with customers by encouraging the use of technology.</p> <p>This will be mitigated by focussing on the quality of the transaction rather than time taken to complete it; training and development provided where needed; support to work in a different way where required.</p>	<p>Greater requirement to use online and self-services.</p> <p>This will be mitigated by continuing to support and coach staff to use employee and manager self-service functionalities available to them. Continued work with super users across the organisation who act as first point of contact for help with ESS and MSS.</p>
<p>There may be less resilience due to increased demand on remaining staff.</p> <p>This will be mitigated by providing additional support where required; regular supervision; opportunity to participate in relevant learning and development opportunities to increase knowledge and confidence.</p>	<p>Reduction in staff levels.</p> <p>This will be mitigated by aligning and work across the remaining teams.</p>

What can be done to change this impact?

It is difficult to change the impact of the proposal due to the changes in technology and the financial pressure placed on the staffing budget. To support the implementation of the proposal the process to transition to the new structures will be well-planned and staff will be consulted and supported throughout.

**b)** Does the proposal create benefit for a particular group? Is it clear what this is? Can you maximise the benefits for other groups?

The key benefit of the proposal is to retain the ability to deliver services to our customers to the best of our abilities.

Does further consultation need to be done? How will assumptions made in this assessment be tested?

There will be consultation on the proposal through to 15 February 2016 and the opportunity for staff to present their feedback and any counter-proposals. These will be given serious

consideration before the final proposal is confirmed.

---

**4 So what?**

[Link to business planning process](#)

---

What changes have you made in the course of this DIA?

The drafting of the DIA has highlighted the need to ensure that the impact on staff has been kept to an absolute minimum and that staff with protected characteristics are not unfairly impacted by the proposal.

---

What will you do now and what will be included in future planning?

The consultation paper will be circulated to team members on 1 February 2016. We will ensure that the Council's recruitment, redeployment and redundancy policies are clearly applied to this process.

---

When will this be reviewed?

During the consultation period and following the formal closing date of consultation (15.2.16) before the final proposal is confirmed.

---

How will success be measured?

By staff feedback, any counter-proposals, customer feedback and the overall performance of the team.

---

**For the record**

Name of person leading this DIA: Lesley Wilson

Date completed 28.1.16

Names of people involved in consideration of impact: Karen McMahon

Name of manager signing DIA: Lesley Wilson

Date signed

# Diversity Impact Assessment – an inclusive business planning tool

## 1. What's it about? refer to equality duties

- What is the proposal? What outcomes/benefits are you hoping to achieve
- Who's it for?
- How will this proposal meet the equality duties?
- What are the barriers to meeting this potential?

## 2. Who's using it? consider all equality groups

- What data/evidence do you have about who is or could be affected? (e.g. equality monitoring, customer feedback, current service use, national/regional/local trends)?
- How can you involve your customers in developing the proposal?
- Who is missing? Do you need to fill any gaps in your data?

## 3. Impact consider dimensions and equality groups

Using information in parts 1 & 2:

- a) Does the proposal create an adverse impact which may affect some groups or individuals? How can this be mitigated or justified?  
> What can be done to change this impact?
- b) Does the proposal create benefit for particular groups or individuals. Is it clear what this is? Can you maximise the benefits for other groups?
  - Does further consultation need to be done? How will assumptions made in this assessment be tested?

## 4. So what?

- What changes have made in the course of this DIA?
- What will you do now and what will be included in future planning?
- When will this be reviewed?
- How will success be measured?

## Considerations

### Our equality duties

1. Eliminate discrimination, harassment and victimisation
2. Advance equality of opportunity
3. Foster good relations

### Equality groups

For the following equality groups: age, disability, sex, transgender, marriage/civil partnership, maternity/pregnancy, race, religion/belief and sexual orientation.

Extended by SBC policy to include: financial economic status, homelessness, political view.

## Dimensions of equality

How will the proposal affect Human Rights and life chances of different groups? Consider how the proposal affects

1. Longevity.
2. Physical security.
3. Health.
4. Education.
5. Standard of living.
6. Productive and valued activities.
7. Individual, family and social life.
8. Participation, influence and voice.
9. Identity, expression and self-respect.
10. Legal security.