INITIAL SCREENING – STAGE 1 (See Guidance information)

As a public authority we need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

Please complete the following questions to determine whether a Full Equality Assessment is required.

Name of policy, strategy or function: Professional Support Services (PSS)– Reduction of 2013/14 budget by £1.3m.	**Ref: CYPF1212PR**

Responsible Officer: Liz Triance **Directorate**: CYPF	**Role:** Chairperson of Equality Assessment Task Group **Assessment Date:** 17 December 2012

Is this a: Policy ☐   Strategy ☐   Function ☐   Service **x**☐

Is this: New or Proposed ☐   Already exists and is being reviewed ☐   Is Changing **x** ☐

1. What are the main aims, objectives of the policy, strategy, function or service and the intended outcomes and who is likely to benefit from it

Aims: To make efficiency savings in the Professional Support Service budget for 2013/14 of at least £1.37m

Objectives: To redesign business processes and develop a revised Professional Support Services structure and organisational design founded on the principle of pooling resources and achieving economies of scale.

This proposal includes a more radical re-engineering and redesign of process to improve efficiency. It involves a more radical reduction in business support functions and therefore the level of reduction in numbers of support posts.

Outcomes: To provide a flexible, internal shared service for administration and business support activity, which delivers common business processes in a simple and standard way across and provides an agreed and consistent level of support across CYPF.

Benefits: Consistent business processes across the directorate. Consistent level of business support provided to all services. Greater flexibility of business support staff. Potential for staff to share and develop their skills and knowledge.

2. Explain how the main aims of the policy, strategy, function or service will demonstrate due regard to the aims of the General Duty?

1. Eliminate discrimination, harassment and victimisation?   x ☐
2. Advance equality of opportunity?   x ☐
3. Foster good relations?   ☐
4. Promote positive attitudes towards disabled people?   ☐
5. Encourage participation of disabled people?   ☐
6. Consider more favourable treatment of disabled people?   ☐

1 and 2 The PSS will follow City Council policies and procedures in relation to the employment of staff including Recruitment and Selection and Dignity at Work.

The majority of the PSS staff group is female, if a large number of female staff suffer a detrimental impact this will not:
'Advance equality of opportunity between people who share a protected characteristic and those who do not' as required by the equality duty.

3. What does your current data tell you about who your policy, strategy, function or service may affect:

Service users	Yes **x** ☐	No ☐
Employees	Yes x ☐	No ☐
Wider community	Yes **x** ☐	No ☐

Please provide an explanation for your 'Yes' or 'No' answer

PSS provides administrative support to officers and services within the CYPF directorate. The focus of this initiative is to reduce back office administrative activities and therefore have no impact on front line services. The aim is to ensure internal customers (CYPF staff) have better direct access to support services and self help resources. In some services, the administrative support includes processes/activities that have a direct impact on services users and carers. A reduction in administrative staff will be supported by new ways of working including; identifying priority activities, streamlining processes, to minimise any detriment to the quality of service or impact on service users.

Examples of administrative processes that will need to be either reengineered or prioritised include::
Processing referrals of a child for Adoption
Paperwork for the placement of a child for Adoption
Supporting the Adoption/Fostering Letterbox contact service. (supporting birth parents with restricted communication skills)
Processing Criminal Record Bureau checks, annual reviews, training etc.
Payments to Foster Carers
Organising conferences and contacts
Providing reception facilities
Providing vacancy report used to place children with internal/external Foster Carers
Petty cash handling in Children's Homes

Employees: There are currently 561.6 full time equivalent posts (fte) or 662 actual posts identified as in scope of PSS. The £1.37m saving equates to approximately 58fte posts. There are currently approximately 60.93fte or 117 actual vacant posts within PSS.

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There are a number of directorate proposals for efficiency savings which overlap with PSS for example, proposals for residential units and children's centres. The overall cumulative effect is as yet unkown. Additionally there are some teams within PSS which have ring fenced budgets and grants which cannot be used to contribute to the budget savings. Some vacant posts are also in areas with ring fenced budgets. It is unknown at this stage whether it will be possible to achieve the saving through vacant posts. There will be a requirement to reallocate resources across service areas which will impact on staff who may need to move to a new role or office location. This might be seen as a positive impact.

The impact on staff will be mitigated by:
On job training for staff taking up new roles, for example training in new processes. Some staff at Grades 2 & 3 may be eligible for disturbance allowance if required to move office location. Redeployment or voluntary redundancy options may also be available subject to the needs of the business.

4. Are there any aspects of the policy, strategy, function or service, including how it is delivered, or accessed, that could contribute to inequality? (including direct or indirect discrimination to service users or employees)

Yes ☐   No ☐
Please provide an explanation for your 'Yes' or 'No' answer

The PSS service aims to standardise processes and business support activities to ensure this is consistent across the whole directorate. It is likely that some services will receive a reduced level of service compared to what they receive now to bring them in line with other services. This will not contribute to inequality. Efficiencies can be achieved through co-location and there would be reliance on managers and others to utilise more self service options which are currently available to them. For example approving annual leave on People Solutions, using the Service Birmingham help desk to log complaints or change passwords.

It is difficult to say if this leads to inequality, the majority of the staff are female and if a large number are displaced then there is potential for inequality. This will be reviewed when the staff profile is available.

5. Will the policy, strategy, function or service, have an adverse (negative) impact upon the lives of people, including employees and service users?

Yes **x** ☐   No ☐
Please provide an explanation for your 'Yes' or 'No' answer

Where there may be a negative impact to service users and carers in services who provide support with administrative processes directly affecting service users we aim to reengineer the processes and/or prioritise these functions in the new model for Business Support.

The impact on service users and carers will be mitigated by:
Agreeing statutory and business critical functions with service managers and giving priority to these activities.

There may be a negative impact on staff who may be subject to redeployment, compulsory redundancy or who may be required to move role or office location as a result of redesigning the

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service to achieve savings.

The impact on staff will be mitigated by:
Removal of agency staff, using vacant posts to contribute to savings, training if required to take up a new role. Some staff at Grades 2 & 3 may be eligible for disturbance allowance if required to move office location. Redeployment or voluntary redundancy options may also be available subject to the needs of the business.

A profile of the staff group is not currently available therefore it is unknown if a particular protected characteristic group is affected. A profile of the staff group is being obtained and should be available for late January 2013.

6. Is an Equality Assessment required?

If your answer to question 2 has identified potential adverse impact and you have answered '**yes**' to any of the following questions 3, 4, or 5, then you should carry out a Full Equality Assessment.

Does the Policy, Strategy, Function or Service require a Full Equality Assessment? **Yes x☐   No ☐**

If a Full Equality Assessment is required, before proceeding you should discuss the scope of the assessment with service managers in your service area as well as the Directorate Contact Officer.

If a Full Equality Assessment is **Not** required, please sign the declaration and complete the Summary statement below, then forward a copy of the Initial Screening to your Directorate Contact Officer

If a Full Equality Assessment **Is** required, you will need to sign the declaration and complete the Summary statement below, detailing why the Policy, Strategy, Function or Service is moving to a Full Equality Assessment. Then continue with your Assessment

DECLARATION

A Full Equality Assessment not required, the Initial Screening has demonstrated that the Policy, Strategy, Function or Service is robust; there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.

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Chairperson:	Summary statement: summary statement required
Sign-off Date:　　Date required	

Name: (Officer/Group carrying out the Quality Check) 　Veronika Quintyne Directorate: 　CYPF Directorate Contact number: 　303 3541	Date undertaken: 　　10.January 2013	Screening review statement: 　　Although there are identified possible mitigations within this change of service, It is identified that there may be a negative impact to service users, carers and staff, caused by the proposed budget saving reductions, necessitating redesigning and reengineering services, therefore a full equality assessment is required.

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Equality Assessment Task Group Members

	Name	Role on Task Group (e.g. service user, manager or service specialist)	Contact Number
1.	Chairperson Liz Triance	Manager and member of Transition Group	464 0087
2.	Veronika Quintyne	Equalities & Consultation Officer	303 3541
3.	Michele Floyd	Professional Support Relationship Manager (PSRM) Central and West	303 4362
4.	Maggie Brason	PSRM - South	303 9672
5.	Carol Wilkins	PSRM - Complex Needs & Commissioning	303 8610
6.	Maria Pena-Diaz	PSRM – Children in Care Provider Services	303 1038
7.	Sandra Thomas	PSRM – Education & Adoption	303 1010
8.	Janette Cantrell	PSRM – North	464 5278
9	Gillian Newby	PSRM – East	303 6541
10.	Jenny Fildes	PSRM – Safeguarding & Development	303 7053
11.	Mark Vickers	HR Practitioner	675 7070

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FULL EQUALITY ASSESSMENT– STAGE 2

Step 1– Scoping the Equality Assessment

Building on the material included at the Initial Screening stage, you should begin the Equality Assessment by determining its scope. The Equality Assessment should consider the impact or likely impact of the policy, strategy, function or service in relation to all areas of our remit. The Equality Assessment 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	yes	Performance Targets	yes	Service Take-up	☐
User Satisfaction	☐	Press Coverage	☐	Census Data	☐
Workforce Monitoring	√	Community Intelligence	☐	Previous Equality Impact Assessment	☐
Complaints & Comments	☐	Information from Trade Unions	☐	Staff Survey	☐
Other (please specify)	√				

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

The Full Equality Assessment follows on from the Initial Screening completed in January 2013.

The PSS savings requirement in the public consultation process was £1.37 m (equivalent to approx 57 gr2 posts).

Whilst originally it was hoped deletion of vacant posts would be a means of mitigating the impact of the budget proposals, he budget situation within the Directorate has meant this has not been possible. This means there is a savings requirement of 57 FTE posts, which is to be delivered through the implementation of the service redesign.

PSS posts are funded through a variety of funding streams: mainstream, Direct Schools Grant (DSG), Early Intervention Grant (EIG), and other grants the conditions of grant funding have precluded cashable savings from being made against some services at this stage. The savings have been identified from mainstream services but it is assumed that this will also include a savings requirement of approximately 23 FTE posts from EIG. This is reflected in the service design but more work is needed.

Whilst savings have not been identified from all funding streams, it has been agreed by DLT that all systems, process re-engineering and general principles adopted by PSS, will apply to all services regardless of whether they contribute to cashable PSS savings.

Service Review Activities/Data Gathering:
The directorate implemented the PSS model of business support in December 2013, prior to this and as part of the proposed redesign of the service a number of data gathering activities have

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been carried out to identify; the business support activity undertaken; to develop an understanding of service areas, processes and systems. These activities include; completion of a Daily Diary by PSS staff and a sample of professional staff, workshops for PSS staff in January/February/November 2012, star chamber events for service managers and process/system reviews. These activities have informed the proposals for the service redesign and identified the impact of savings and staff reduction.

Workforce monitoring: gives a breakdown of staff profile and protected characteristics. This shows that the majority of the PSS staff are female therefore it is likely they would be disproportionately affected by the proposals. Attached at 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 Information: The workforce monitoring which is provided by Human Resources 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 protected characteristics, when this is available the workforce profile will be updated.

It is uncertain at this point if there will be a need for a headcount reduction by compulsory redundancy. This is dependent on the number of voluntary redundancy (VR) requests received. Following the VR process the impact on staff will be reviewed.

Service Design
Further more detailed work will need to be completed on identifying priorities and activities for PSS and on process design and developing the detail of the service design. This will further inform the impact on services users, internal customers (staff), carers, suppliers and partners in relation to what support will/will not be provided and the need for reliance on self service.

The impact to PSS staff is also unknown but this will be available following further work and implementation on the Service Design.

Step 2 – Involvement and Consultation

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 2 - for details on each target group)

Consultation
Consultation has taken place as detailed below and no specific issues have been raised relevant to the protected characteristics.

City Council Budget Consultation Report and Feedback: The corporate analysis of consultation showed that two thirds of on-line responders agreed with this proposal. There were no comments received by the CYPF directorate to the proposals.

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Trades Union Consultation: Trades Unions have been consulted on the proposal since December 2012 at monthly meetings. Trades Unions have clarified the proposals, and have raised questions and points in relation to the following:

-Staff who are affected by PSS and Customer First (CF) should have the opportunity to express and interest in CF and they should then move from PSS to CF.
-Staff reduction should be achieved from vacant posts and removing agency rather than redundancy.
-Consideration needs to be given to staff on different terms and conditions (NHS).
-Reference was made to percentage reduction of staff at grades 2/3 being higher than other grades. (Highest grade managers have taken on responsibility for over 160 staff within PSS therefore reduction is lower).
-SC said if staff needs to move some grades will be entitled to payments as per the Birmingham Contract. Car parking might also be an issue for some staff.
-Trades Unions raised issue of staff in residential units where some have been moved to a GR3 under a pay and grading appeal and others not as they did not attend to sign agreement. Trades Unions said would be concerned if staff that are still at GR2 are moved out and GR3 put in their place. It was explained the redesign of service requires priorities to be identified for each service and the grade of staff should reflect the priorities.

PSS Staff Consultation: The City Council Budget Consultation report was made available to all staff. In addition a series of consultation events were held on 26 February 2013, where details of the service design were presented, 359 people attended and those that did not attend are being sent information presented at the events. Staff raised questions about various points and these have been collated as Frequently Asked Questions (FAQ). The full service design Blueprint and FAQ have been made available to staff on the PSS InLine page. A copy is attached at Appendix 2.

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	No specific issues were identified related to this characteristic.
Disability	The city council process for 'selection for redundancy' takes into consideration absences relating to disability and this was included in the presentation to staff at events on the 26 February.
Gender reassignment	No specific issues were identified related to this characteristic.

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Marriage and Civil partnership	No specific issues were identified related to this characteristic.
Pregnancy and maternity	City Council procedures for service redesign and selection will be followed for staff.
Race	No specific issues were identified related to this characteristic.
Religion and belief	No specific issues were identified related to this characteristic.
Sex	The workforce profile shows that the majority of staff are female.
Sexual orientation	No specific issues were identified related to this characteristic.

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

The main stakeholders and examples of their requirements are as follows:
-PSS staff working in the service.
-Internal Customers (CYPF professionals/officers – who have received support from PSS staff which could be administrative support that assist them as part of their service to service users, be direct support for them diary or e-mail management, minuting meetings or assistance with activities where there is already a self help systems in place, i.e. people solutions, Service Birmingham help desk, accommodation issues.
-Service users (children and young people) – examples of support include; processing payments to young people, organising and minuting meetings related to children, reception at city council venues.
- Carers – payment of invoices
- Suppliers – for raising orders for goods and services and processing invoices for payment.
- Schools –
- Partner organisations- Birmingham Foster Carer Association

There are a number of interdependencies with CYPF teams and processes and there will be a cumulative effect on the above from the PSS and other directorate proposals.

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The objective of the proposal and service redesign is built on the premise that there will be a radical reduction in business support functions and level of resources. Mitigation against this has been included in earlier sections of the equality assessment.

However it is anticipated that the demand for business support will exceed what can be provided with the available resources. Priorities will need to be established for business support activities and there will need to be a continual review of these to meet the overall directorate priorities.

It is possible that it will be difficult to manage expectations, which will lead to complaints about the service and potentially put PSS staff under pressure and potentially cause anxiety.

Step 3 – Assessing Impact and Strengthening the Policy

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.

Given the scale of reduction in resource, there will be significant impact on the level and timeliness of support provided.

Direct impact on service users, carers and /or staff. Examples include:

➤ Organising/minute taking and other support to critical Meetings/Conferences relating to children, in a number of services; some activity will have to cease.
➤ Potential withdrawal of reception/meeting facilities and all associated support at a number of public facing , standalone settings, (inc South Access Centre, East Access Centre, Adoption and Fostering shop, and CAMHS /King Edward building)
➤ restrictions/delays in administering and managing payments/cash to young people/carers/providers/staff /suppliers in many services and circumstances(particularly relevant in social care services),
➤ provision of dedicated secretarial support to Senior Managers and Assistant Directors/Director ,to ensure directorate wide priorities are supported –this will be reduced
➤ Use of secretarial staff to attend events/away days for registration and minute taking etc, is

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likely to have to cease.
- ➢ Support to training and other events eg in the Adoption service - may cease
- ➢ IT support (eg):
  - software/coaching support to front line workers so that CareFirst and eRecords user ids can be issued promptly upon the worker starting /returning to work.
  - CareFirst and eRecords role-restricted/'administrator' support
    eg control of deleting assessments etc and granting access to restricted/secure cases.

  There will be delays in providing this support (this is particularly
   relevant to social work teams).

- ➢ other support activity which keeps 'the show on the road ' but is potentially unrecognised eg Support to OFSTED Inspections/other Audits, managing travel arrangements ,ordering goods and services, setting up IT users including maintaining/amending user profiles and systems rights , escalating panic alarm activations (agile workers' mobile phones); all will be significantly reduced or will cease.
- ➢ managing inventories of records (including archiving) /equipment /assets – will cease or be curtailed.

Impact on service improvement /development.

Examples include:
- ➢ Support to data quality exercises which contribute to statutory returns.
- ➢ providing the link with internal partners /Senior Managers etc eg with Change Management Team , Finance, Management Information
   Team, Service Birmingham, Records Management Service, Comms
   Team, etc, to support service improvement.
- ➢ secretarial and other support to Senior Managers and Assistant Directors and others , with new initiatives, projects and service developments – PSS input will be curtailed
- ➢ business support attendance and leadership with corporate/directorate projects e.g developments of systems and processes, accommodation, agile working.
- ➢ Tracking/performance information on local databases/spreadsheets (eg CP tracking/monitoring).

Impact on ability to deliver service priorities within agreed timescales.
Examples include:
- ➢ payments to young people /carers/suppliers
- ➢ Administration of meetings/events including including CP/CIC minute- taking.
- ➢ Court Business Support.
- ➢ Support to Subject Access Requests./Disclosure Team

Mitigation

Since the initial screening was completed a Blueprint of the service design has now been produced and made available to PSS Staff and Trades Union for consultation. The implementation of this will mitigate the impact by:

- ➢ streamlining/pooling/consolidating support activity/processes
- ➢ implementing 'ceased' activities which will apply across all service areas
- ➢ developing a 'Self-help' culture to mitigate the impact of reduced support capacity and

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provision.
- ➢ identifying priority activities (some general, and some Service specific)
- ➢ enhanced use of equipment and technology through further co-location of support staff

With a significantly diminished workforce it will not be possible to support even all priority activity. The impact of making 100% of savings on 60% of the 'in scope' services given funding arrangements for the remaining 40% will be disproportionate, and further measures to help mitigate the impact are being explored as follows:

- ➢ Further work is ongoing re those services within scope of PSS but out of scope for savings (eg EIG/DSG etc).
- ➢ The decision to exclude from PSS, some functions/posts which appear to have a Business Support focus, is being revisited.
- ➢ A 'How to Help Yourself ' guide is being developed to help mitigate the reduction in support provision
- ➢ Future 'ceased' activities are being identified
- ➢ The redesigned service will be structured around the co-location of PSS staff in 5-6 HUB locations(CAB). Electronic means e.g. scanning will be used wherever possible to provide virtual support to 'outposted' sites, but with a limited physical presence if agreed priorities require it.
- ➢ There will be more flexible deployment of staff
- ➢ Better use of IT, and improved IT is being explored
- ➢ A Service Catalogue is being developed and priorities identified within the available resource.
- ➢ All posts which provide, or are intended to provide, a business support function, must not in future be created/adapted/deleted or changed in any way (eg changes in hours/temporary arrangement etc), other than through a PSRM
- ➢ In future, all requests for additional/new support from PSS will need to be made through a formal process. This will necessitate reprioritisation of activities with the service.
- ➢ Interdependency of other savings streams /redesigns can only be given consideration if PSS is involved by other services

The following will also improve access, and understanding:

- Promoting a 'Self-help' culture to mitigate the impact of reduced support capacity and provision. A 'How to Help Yourself 'guide is being developed which includes proposed future ceased activities.
- Communications with users of the service - agree and define priorities.
- Develop a Service catalogue/business agreement which will detail agreed business priorities.
- Establish a process for requesting add hoc work.
- Skills audit – staff have completed a skills audit which will allow skills gaps to be identified and appropriate training to be provided.
- Regular communications about the development of the service redesign.
- PSS Inline page with up to date information about the service for staff and internal customers.

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Step 4 – Procurement and Partnerships

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)

NO

Step 5 – Making a Decision

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?

The proposal has implications for PSS staff for example; there may be a need for compulsory redundancy, some staff may need to move office location, staff will not work for one specific team but will be a pooled shared resource.

It is possible that this could contribute to inequality if the changes in some way have a disproportionate effect on certain groups of people. The intention is to implement the changes in a non biased way however as the staff group is predominately female it is likely that there will be a disproportionate affect to this group.

If a large number of female staff suffer a detrimental impact this will not:
'Advance equality of opportunity between people who share a protected characteristic and those who do not' as required by the equality duty.

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Step 6 – Monitoring, Evaluating and Reviewing

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?

Our arrangements include:
Transition Group: who will manage the consultation, voluntary redundancy and selection processes and subsequent activities to develop and implement the service design.
DLT: there will be regular reporting to DLT for oversight of progress and decision making.
Management Meetings: PSS management meetings for continual review of service provision and performance.
Service Management Teams: PSS managers will have clear lines of communication to obtain feedback on service provision.
Internal Audits/ Inspections: respond to findings relevant to business support arising from any service/directorate audits.

Step 7 – Action Plan

Any actions identified as an outcome of going through the Steps 1 – 6, should be mapped against the headings within the Action Plan.
NB: summarise/evidence actions taken to mitigate against adverse impact.

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)

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Involvement and Consultation		There will be ongoing consultation with Trades Union and Staff.	ongoing	CYPF PSS Senior Managers	
Data Collection	Section 2 from the full EA	**Service Design** Further more detailed work will need to be completed on identifying priorities and activities for PSS and on process design and developing the detail of the service design.	31 March 2013	CYPF PSS Managers	
Assessing Impact		Impact will be assessed at separate milestones: - Following VR trawl. -When priorities are agreed. -Following 'expression of interest' process.		CYPF PSS Managers	
Procurement and Partnership					
Monitoring, Evaluation and Reviewing		See section 9		CYPF PSS Managers	

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Step 8 – Sign-Off

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

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

Chairperson of Equality Assessment Task Group

Name: Liz Triance	Job Title: Governance & Policy Manager	Directorate CYPF	Sign-off Date: 19/3/13
Concluding statement: The data gathered through the review and service redesign has informed the equality assessment and identified the impact and mitigation to date. Further action and information is required to assess the final impact, details of which are included in the action plan above.			

Quality Check and Review by the Directorate Contact Officer:

Name: Veronika Quintyne	Directorate Team: CYPF Directorate	Review Date: 20.3.2013

Summary of strengths and area(s) for improvement:

Data gathering activities have been carried out to identify; the business support activity undertaken; to develop an understanding of service areas, processes and systems.

Under the next service review data is to be collated as to the impact of service design / re-engineering on the work role of staff.

Under the next service review data is be collated as to the impact of service design/re-engineering on service users.

PSS staff have been consulted and their responses have contributed to a listing of frequently asked questions.

Consultation has taken place with staff potentially to face impact from the re-engineered /re-designed service.

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Trade Unions have been consulted on the proposal at monthly meetings. **Areas for improvement.**		
Service Director or Senior Officer (sign-off)		
Name:	Job Title:	Date:

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