

## EQUALITY IMPACT ASSESSMENT - TRAFFORD COUNCIL

### A. Summary Details

#### A. Summary Details

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| 1 | Title of EIA:  | Changes to the Contact Centre opening hours and staff contractual changes                         |
| 2 | Person responsible for the assessment:                               | Sarah Curran  |
| 3 | Contact details:   | Tel: 0161 912 2823 <a href="mailto:sarah.curran@trafford.gov.uk">sarah.curran@trafford.gov.uk</a> |
| 4 | Section & Directorate:   | Governance and Community Strategy   |
| 5 | Name and roles of other officers involved in the EIA, if applicable: | Lucy Boubrahmi - Contact Centre Manager   |

#### B. Policy or Function

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| 1 | Is this EIA for a policy or function?                 | Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/>   |
| 2 | Is this EIA for a new or existing policy or function? | New <input type="checkbox"/> Existing <input type="checkbox"/><br>Change to an existing policy or function <input checked="" type="checkbox"/> |

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| 3 | What is the main purpose of the policy/function? | <p>Trafford Council still need to identify savings to balance the budget for 2018/19. Access Trafford Contact Centre is currently open Monday - Friday 8am - 7pm. Since the last significant reduction in its staffing levels in October 2015 (5FTE i.e. full-time equivalent member of staff) to accommodate One Trafford taking waste/highways calls the Access Trafford Contact Centre has struggled to meet Service Level Agreements to cover high call volumes along with staffing levels required between 8am - 7pm. The Contact Centre did not see a significant fall in call volumes when waste/ highways calls transferred to One Trafford. In addition to this change the Contact Centre has taken other calls for its internal customers which have negated any significant reduction in call volumes. In order to find a workable solution with minimal impact on service users, research has been carried out over the Greater Manchester authorities where Trafford was the only Local Authority open from the hours 8am - 7pm. The vast majority were open from 8.30am - 5.00pm Monday to Friday. Call Volume analysis was carried out over a 12 month period which showed significantly lower call volumes from 8am - 8.30am and 5.30pm - 7pm with the majority of calls being taken between 8.30am to 5.30pm.</p> <p>The main purpose is to reduce the Contact Centre opening hours to 8.30am to 5.30pm from 01.04.2019 to ensure we have enough staff at peak times in the day. This will also bring the opening hours us in line with AGMA Contact Centres. Although there is a cost saving of 1FTE the change in hours should help improve Service Level Agreements and provide a more responsive service to customers. In addition to the reduction in opening hours our Information Technology Team (IT Team) is in the process of updating the website to make it easier to carry out</p> |
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|  |  | <p>self-serve transactions via the website; specifically focusing upon pressure points within the Contact Centre such as transactional calls where customers can self-serve online.</p> <p>A 30 day staff consultation will be required as the changes will involve changes to staff contracts to ensure consistency in contracts.</p> <p>In addition to the change in opening hours we would like to remove the 'paid breaks' currently given in the Contact Centre. Time currently taken in paid breaks equates to just over 1FTE. The practice of allowing 1 minute breaks for every 15 minutes worked which is currently taken cumulatively. For example a full time member of staff will have 45 minutes unpaid break and 30 minutes paid breaks taken in two 15 minute breaks. Part time staff who work for example, 5 hours per day would have had a paid break of 20 minutes. Although there is no statutory requirement to have a paid or unpaid break if you work six hours or less we have consulted with all staff, full and part time with regards to unpaid breaks and if they require an unpaid break we have worked this into the rota.</p> <p>The service will evaluate what rest period is required by an assessment of natural breaks within the role, in accordance with the Health and Safety Display Screen Equipment Regulations 1992. There is enough variety to work in natural breaks, for example when staff carry out printing, seeking advice, getting a drink, dealing with post and comfort breaks, to ensure staff have natural breaks throughout their working day</p> |
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| 4 | Is the policy/function associated with any other policies of the Authority?                                    | Wider Council Budget savings<br>Digital Strategy  |
| 5 | Do any written procedures exist to enable delivery of this policy/function?                                    | Yes;<br>Establishment and organisational change framework.  |
| 6 | Are there elements of common practice not clearly defined within the written procedures? If yes, please state. | No  |
| 7 | Who are the main stakeholders of the policy? How are they expected to benefit?                                 | <p>The Council - the proposed changes will ensure we create a sustainable, value for money Contact Centre whilst achieving the required savings and providing a more responsive service during peak demands.</p> <p>Staff - the aim of the approach is to help create a sustainable resilient service and development opportunities for staff. In the long term the change in hours has the potential to ensure more secure employment for Council employees</p> <p>Contact Centre Customers- The new hours will ensure we have more staff at peak times in the day and therefore providing a more responsive service and better customer journey for our service users</p> |
| 8 | How will the policy/function (or change/ improvement), be implemented?   | Staff will be consulted regarding changing the hours in the Contact Centre along with necessary changes to staff contracts. Although there is a saving cost attached to the proposed changes, this will not involve staff having to reapply for positions or offering voluntary redundancy. In preparation for the change the   |

contact centre has kept a 1FTE post vacant.

The consultation period for staff will run for 30 days during November and December 2018 regarding changes to hours and contracts along with abolishing paid breaks.

Initial informal discussions have been underway with management of the 24 hour control room as they will pick up out of hours calls from 5.30pm rather than 7pm. Handover back to the Contact Centre would be at 8.30am rather than 8am

Discussions will need to take place with Social Services Out of Hour's team.

The change will mean that the Contact Centre has resource where it is needed most. It will help with the retention of staff and provide a more consistent service for are external and internal customers. Currently calls for service area's end at varying times 4.30, 5pm and 7 pm. With a change in hours all service areas would have calls answered until 5.30pm. Therefore some service would gain from the extra half hour. We would be able to answer more calls where the service demands are higher.

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| 9  | What factors could contribute or detract from achieving these outcomes for service users?   | <p>The outcome of the consultation could change the proposed model.</p> <p>The factors that could contribute to achieving the outcomes for service users include</p> <ul style="list-style-type: none"> <li>• Well established internal and external customer relationships.</li> </ul> <p>The factors that could detract from achieving outcomes for staff and service users.</p> <ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Objections from customers and internal customers</li> </ul> |
| 10 | Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state? | No only council staff   |

### C. Data Collection

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| 1 | What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/ | HR Equalities data – analysed for all staff directly affected |
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|   | function?   |   |
| 2 | Please specify monitoring information you have available and attach relevant information*                               | <p>Out of the data available from the 32 employees affected, 5 are male and 27 female</p> <p>The age composition of staff working in the Contact Centre is as follows;</p> <p>Age 30-39 = 7 staff</p> <p>Age 40-49 = 6 staff</p> <p>Age 50-59 = 16 staff</p> <p>Age 60+ = 3</p> <p>Out of the 32 members of staff one is on Maternity Leave at the time of consultation</p> <p>2 staff have confirmed that they consider themselves to be disabled.</p> |
| 3 | If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data? | N/A   |

## D. Consultation & Involvement

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| 1 | Are you using information from any previous consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA? | No previous consultation documents or data relating to historic changes within the Contact Centre.  |
| 2 | Please list any consultations planned, methods used and groups you plan to target. (If applicable)   | On initiation of the 30 day consultation period, staff will be consulted on their views of the specific proposal.   |
| 3 | **What barriers, if any, exist to effective consultation with these groups and how will you overcome them?   | <p>No barriers are anticipated.</p> <p>As the service is a front line service it is difficult to get all staff together in one place during core hours. This has been negated by holding two meetings in succession to deliver the information to staff on the same day.</p> <p>All staff in the Contact Centre have access to the intranet and email and are therefore able to submit feedback online. There is potentially one member of staff who will be on maternity leave</p> |

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|  |  | during the consultation period. Hard copies will be issued to the member of staff on maternity leave to allow them to submit feedback via paper based methods. The same approach will be taken in the unlikely event we have staff on long term sick during the consultation period. Face to face meeting with managers will also be available. |
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**E: The Impact – Identify the potential impact of the policy/function on different equality target groups**

*The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low*

It is not envisaged that the proposals will have any adverse impacts on the community.

|        |  | Positive | Negative<br>(High,<br>Medium or<br>Low) | Neutral  | Reason   |
|--------|--|----------|---|----------|--|
| E<br>1 | Gender – both men and women, and transgender |          | <b>X - Low</b>                          |          | A higher number of staff who are female are affected by the proposals. This is because there are a higher number of staff who are female employed within the area. There is no disproportionate impact on staff based on gender. |
| E<br>2 | Pregnant women & women on maternity leave    |          | <b>X - Low</b>                          |          | Provision has been put in place for staff on maternity leave during the consultation period.   |
| E<br>3 | Gender Reassignment                          |          |   | <b>x</b> | <b>N/A</b>   |
| E<br>4 | Marriage & Civil Partnership                 |          |   | <b>x</b> | <b>N/A</b>   |

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| E<br>5 | Race- include race, nationality & ethnicity (NB: the experiences may be different for different groups) |  | <b>X - Low</b> |  | There is no disproportionate impact on staff based on race/ethnic origin, as all staff are going through the same consultation process  |
| E<br>6 | Disability – physical, sensory & mental impairments   |  | <b>X - Low</b> |  | There is no disproportionate impact anticipated for staff based on disability. However, any reasonable adjustments required for disabled staff as a result of implementation of the proposals will be put in place. . |
| E<br>7 | Age Group - specify e.g.; older, younger etc.)  |  | <b>X - Low</b> |  | There is no disproportionate impact on staff based on age as all staff are going through the same consultation process  |
| E<br>8 | Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people                                    |  | <b>X - Low</b> |  | There is no disproportionate impact on staff based on sexual orientation, as all staff are going through the same consultation process  |
| E<br>9 | Religious/Faith groups (specify)  |  | <b>X - Low</b> |  | There is no disproportionate impact on staff based on religion/faith, as all staff are going through the same consultation process  |

**As a result of completing the above what is the potential negative impact of your policy?**

- Neutral to positive impact on service users
- Low Negative impact to staff due to reduction in working hours

**F. Could you minimise or remove any negative potential impact? If yes, explain how.**

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|---|---|
| Gender – both men and women, and transgender;   | N/A   |
| Pregnant women & women on maternity leave   | N/A   |
| Gender Reassignment   | N/A   |
| Marriage & Civil Partnership  | N/A   |
| Race- include race, nationality & ethnicity (NB: the experiences may be different for different groups) | N/A   |
| Disability – physical, sensory & mental impairments   | If there are any individual adjustments required as a result of implementation of the proposals these will be considered on a case by case basis and the necessary reasonable adjustments put in place. |
| Age Group - specify e.g.; older, younger etc.)  | N/A   |
| Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people                                    | N/A   |
| Religious/Faith groups (specify)  | N/A   |
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| Also consider the following: |  |     |
| 1                            | If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason? | N/A |
| 2                            | Could the policy have an adverse impact on relations between different groups?   | No  |
| 3                            | If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how?   | N/A |

**G. EIA Action Plan**

| Recommendation | Key activity | When | Officer Responsible | Links to other Plans<br>e.g.;<br>Corporate Plan,<br>Business Plan | Progress | Monitoring arrangements |
|----------------|--------------|------|---------------------|---|----------|-------------------------|
|                |              |      |                     |   |          |                         |
|                |              |      |                     |   |          |                         |

Please ensure that all actions identified are included in the attached action plan and in your service plan.

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Signed *Lucy Boubrahmi*  
Lead Officer  
Date 15/05/2019

Signed *Sarah Curran*  
Service Head  
Date 15/05/2019

