

WANDSWORTH BOROUGH COUNCIL

FINANCE AND CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE –
19TH FEBRUARY 2015

GENERAL PURPOSES COMMITTEE – 19TH FEBRUARY 2015

EXECUTIVE – 23RD FEBRUARY 2015

Report by the Chief Executive and Director of Administration on proposals to enter a shared
staffing arrangement with Richmond Council

SUMMARY

This paper sets out proposals to develop a shared staffing arrangement with Richmond Council. The vision for the proposals is that a single staffing structure would be created across the two councils by 2017, delivering savings of up to £10 million per year for local tax payers in Wandsworth, and similar amounts in Richmond. At the outset the focus would be on merging management structures, and this paper indicates early thinking on the management structure to be adopted at the top level of the organisation. In the longer term there will be opportunities for seeking efficiencies and reducing overheads throughout both organisations, including through shared procurement. The proposals sets out the intention that Wandsworth's Chief Executive and Director of Administration, Paul Martin, should be Chief Executive of both councils, and Richmond's Director of Finance and Corporate Services would become Deputy Chief Executive and Director of Finance across both councils.

The Director of Finance comments that the Council tax 2015/16 setting paper (Paper No 15-114 later on the agenda for this meeting of the Committee and the Executive) indicates that the Council is facing significant reductions in central Government funding over the period from 2014-2018 estimated at £63.1 million. It is therefore essential that the Council reviews all possible areas to see where expenditure reductions can be made. An initial high level overview has indicated that the creation of a single staffing structure with Richmond Council could produce savings of up to £10 million by 2018.

GLOSSARY

AfC	-	Achieving for Children
BME	-	Black and minority ethnic
DoF	-	Director of Finance
EIA	-	Equality impact assessment
HR	-	Human Resources
LBGT	-	Lesbian, Bisexual, Gay and Transgender
LBRuT	-	London Borough of Richmond upon Thames
OSC	-	Overview and Scrutiny Committee
PO	-	Principal Officer

RECOMMENDATIONS

1. The Finance and Corporate Resources Overview and Scrutiny Committee are recommended to support the recommendations to the Executive in paragraph 2. If they approve any views, comments or additional recommendations in this report, these will be submitted to the Executive for consideration.
2. The Executive is recommended to recommended the Council-
 - (a) to agree that a shared staffing arrangement be developed with the Richmond Council;
 - (b) to approve arrangements for developing proposals to establish a shared staffing arrangement with Richmond Council, as described in this report; and
 - (c) to agree that an update on these proposals be reported to the Finance and Corporate Resources Overview and Scrutiny Committee in June 2015 and to note that the general progress regarding development of the shared staffing arrangement will become a standing item on the Finance and Corporate Resources Overview and Scrutiny Committee agenda for as long as may be necessary.
3. The General Purposes Committee are recommended –
 - (a) to approve the creation of a new post of Shared Staffing Arrangement Programme Manager for a fixed term ending on 31st March 2017, as described in paragraphs 28 and 47; and
 - (b) to note that proposals affecting the Council's Constitution arising out of the development of the shared staffing arrangement proposed in this report will be reported for decision, and recommendation to the Council as necessary, and that any such proposals affecting this or the other regulatory and other committees, will be reported to them for decision and recommendation to the Council as necessary.

INTRODUCTION FROM THE LEADER OF THE COUNCIL (Councillor Govindia)

4. “Wandsworth Council has taken enormous strides since 2010 to reduce its costs and protect frontline services. Senior management has reduced by a third, services have been market tested and a major staff-led mutual for culture and leisure services has been launched. This has delivered savings of £93million, but there is more to do. On current projections, a further £66 million savings are needed by 2017/18.
5. Our residents rightly expect us to do everything we can to protect key front line services. A piecemeal approach would threaten service viability, impact on service quality and fail to deliver the level of change required. We need to find a more radical way of reducing costs, while maintaining our commitment to delivering high quality services for our residents. The time is now right to make further savings ‘behind the scenes’ whilst helping to ensure Wandsworth’s residents and businesses enjoy the same levels of key services as they do now.
6. Shared services are not new, either elsewhere or in Wandsworth where we already share a number of services such as pensions and audit. However, given the scale of the challenge we face, we need to look at taking this sharing to the next level. In Richmond we have identified a partner that shares our commitment to high quality services and high levels of resident satisfaction.
7. Sharing staff with Richmond opens up many new opportunities for Wandsworth. It provides a valuable opportunity to spend taxpayers’ money more efficiently by reducing unnecessary duplication and overheads across the two organisations. Together we can pursue economies of scale in the management, delivery, commissioning and procuring of services. Drawing on the strengths of both authorities will create more resilience, and a platform to drive further efficiency and innovation in service delivery.
8. With the Leader of Richmond (Lord True), I have set out a statement of intent to establish a shared staffing structure, and committed to working together to provide high quality services at lower cost for residents of both Boroughs.
9. Nothing in this approach will diminish the unique and separate identity of either Council. We remain committed to delivering services that meet the needs of Wandsworth’s residents. We will retain our own sovereignty, with our own values and priorities. The Wandsworth Way of doing things, which has delivered growth and success for a generation, will continue to shape this Borough’s future.”

THE LEADERS’ VISION FOR A SHARED STAFFING ARRANGEMENT

10. **Retained sovereignty.** Both Councils will retain their sovereignty, separate governance and scrutiny arrangements. They will each separately be accountable to their residents and retain their respective abilities to deliver local solutions for them.

11. **A single workforce.** By 2017, the aim is to have a single workforce serving two sovereign councils. Given differences in policies and local issues, there will continue to be many differences in services between the two Councils. The level of integration may take place to different degrees in different services, and there may be some areas where sharing of staff is not in the best interests of either Council. However, in progressing towards implementation of the Shared Staffing Arrangement, every service will be reviewed and there will be a strong presumption in favour of sharing staff wherever possible; separate approaches would be considered the exception.
12. **Shared commissioning and procurement.** By 2017 the two Councils will have aligned commissioning and procurement arrangements for the majority of services. In looking at every service delivered by both councils, every opportunity to secure economies of scale in commissioning and procurement will be explored. Again, this approach will accommodate the varying needs and requirements of the two councils and, accordingly, there may be rare exceptions where a joint approach is inappropriate.
13. **Shared systems and processes.** By 2017 progress will have been made towards establishing joint systems and processes to underpin service delivery to enable staff to work seamlessly across both organisations. The two Councils will look at every opportunity to harmonize systems and processes where this will decrease overheads and improve efficiency. They will also look at opportunities to adopt common policies, although acknowledging that this may not be appropriate in every case given the sovereign status of the two bodies.
14. **Significant savings secured.** The key driver behind the intention to develop a shared staffing arrangement is the need to secure savings. By the end of 2017/18, the objective is to secure savings of up to £10million per annum for Wandsworth, with Richmond securing similar levels of savings. This will make a significant contribution towards the savings total the two Councils need to reach, although other measures will still be necessary. There will be a clear focus on those measures likely to drive the greatest financial benefits out of the shared staffing arrangement. This means removing duplication at every level of both organisations and ensuring that both Councils make significant savings on major procurements taking place in the next two years.
15. **Commitment to service quality.** The decision to pursue a shared staffing arrangement with Richmond is motivated by the desire to protect front-line services and make savings in other ways. It is therefore the Councils' intention that local people will not see many changes in the way they experience services as a result of this work, except for the better where greater resilience and innovation has been made possible.

SOVEREIGNTY PRINCIPLES

16. It should be very clear that these proposals do not involve a merger of the two Councils. Each Council will retain its sovereignty and governance and its responsibility for setting its own budget, determining priorities and developing policy and local programmes. Each Council will retain its local focus and retain the ability to deliver local solutions for

local issues. They will continue to be accountable to their respective residents and maintain their own relationship with them. The decision-making and policy-making processes in Richmond and Wandsworth will remain untouched by the proposed shared staffing arrangement.

17. The Councils will, in due time, adopt a 'Sovereignty Guarantee' that clearly describes how local autonomy and identity will be safeguarded. The key points of such a guarantee will be:
- (a) Each Council will continue to set its own council tax and publish its own budget and accounts;
 - (b) local residents will continue to elect their own councillors to each Council;
 - (c) each Council will retain its own Constitution, setting out how it makes decisions, organises scrutiny and delegates authority;
 - (d) the boundaries of the areas for which each Council is responsible will not change;
 - (e) each Council will continue to develop its own role for community leadership;
 - (f) each Council will continue to speak up for its own residents, even if there were an apparent conflict of interest between the boroughs;
 - (g) there will be no change in the name of the Councils;
 - (h) nothing in these proposals is intended to stop the Councils developing local ideas about how to support their local communities;
 - (i) each Council will continue to set its own spending priorities, policies and service standards;
 - (j) neither Council can be required by the terms of the collaboration agreement to adopt a policy, accept a cost or change a priority that its decision makers are not willing to support;
 - (k) neither Council will be obliged to break an existing contract;
 - (l) the costs of changes and the benefits achieved from change will be fairly attributed and shared to the satisfaction of both Councils; if necessary using mediation;
 - (m) the Councils will expect to keep these arrangements under review, in order to ensure they remain fit for purpose; and

- (n) any of the arrangements that constitute an agreement between the Councils can be ended on notice.

SCRUTINY BY MEMBERS

- 18. At this stage, this report is recommending that the Finance and Corporate Resources Overview and Scrutiny Committee and the Executive support the development of proposals for officers at both Councils to work together to explore the implementation of a shared staffing arrangement. No decisions about specific posts or approaches to service delivery are being made at this time.
- 19. When the proposals are sufficiently developed that specific recommendations about structures and staffing are being put forward, these will be subject to Member scrutiny in line with each Council's existing procedures and decision making processes. The general progress regarding development of the shared staffing arrangement will become a standing item on the Finance and Corporate Resources Overview and Scrutiny Committee agenda for as long as may be necessary.
- 20. When this programme of work reaches the stage where specific recommendations are relevant to the Council's delivery of services, these will be considered by the relevant Wandsworth Overview and Scrutiny Committee in line with their existing terms of reference and in parallel with consideration within Richmond's Member-level decision-making structures. The shared staffing arrangement will not change the role and responsibilities of overview and scrutiny committees in Wandsworth in considering all relevant reports. Similarly, the respective roles and responsibilities of Executive members, Members generally, and senior officers will remain the same.

IMPLICATIONS FOR OFFICERS

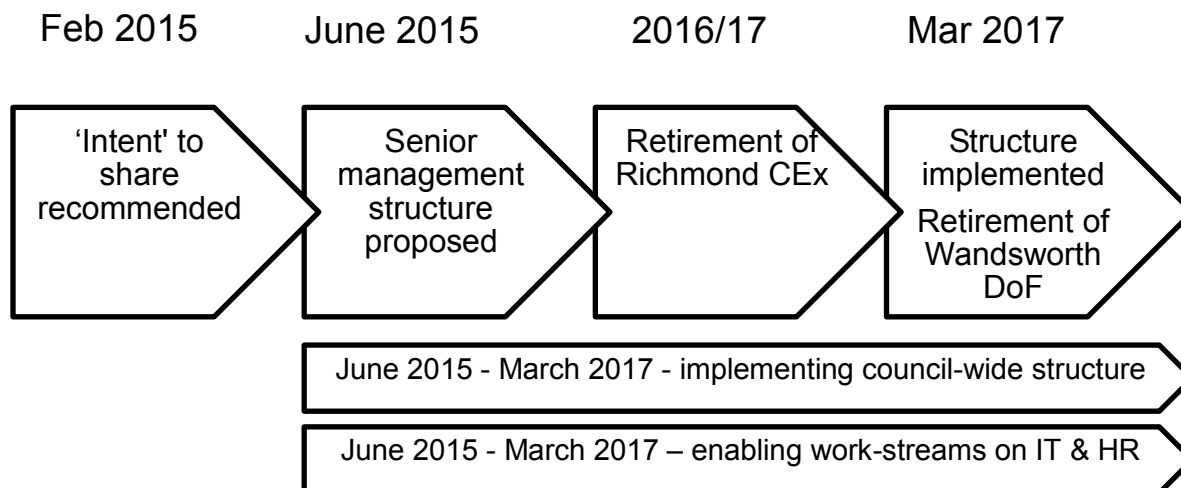
- 21. It is clear that the vision for a shared staffing arrangement set out in this report means that the demands on staff will increase. However, given the scale of the savings challenge faced by the Council, it is inevitable that the coming years would, in any event, have witnessed a continuously shrinking structure with a reducing number of officers taking on a greater level of responsibilities. By taking the bold step of entering into a shared staffing arrangement of this scale, both Councils are ensuring that they can organise their reduced level of resources in the most manageable, resilient and efficient way. However, it is also recognised that in undertaking such a proposed reorganisation across two councils it will be necessary to look at the circumstances of every service to ensure that resources are not stretched too thinly and that the remit being taken on by senior officers is realistic and sustainable, so as to avoid any inadvertent negative impacts on front-line service delivery.
- 22. Given the commitment to maintaining the separate sovereignty of the two Councils, and the need to deliver services which reflect varying priorities and needs across the two boroughs, concerns may be raised about the feasibility of officers serving two different 'masters' with potentially competing demands. While this inevitably brings new

challenges for officers, in Wandsworth a great deal of learning has emerged from the process of combining departments and centralising services since 2010. This has demonstrated that Wandsworth's managers and staff are very capable of adapting to varying cultures and expectations and are flexible enough to respond to changing circumstances.

23. As the shared staffing arrangement develops it will be particularly important to ensure that officers continue to maintain a constructive working relationship with Members and that effective communication between Members and officers is maintained. It will be necessary to train staff about the procedures and approaches of both organisations to ensure that functions and roles are clearly understood and that Members experience no decline in their ability to effectively scrutinise service delivery.

TIMESCALES

24. The timescales for developing proposals and implementing the Shared Staffing Arrangement are primarily driven by the savings imperative. Substantial savings need to be delivered during the life of this Council. It is therefore intended that proposals regarding the senior management structure of the shared arrangement should be considered at the earliest possible date, i.e. FCROSC and Executive on 25th and 29th June 2015 respectively. The proposals will include a recommendation to share a single Chief Executive. Richmond's Chief Executive, Gillian Norton, has announced her flexible retirement from Autumn 2015, and intention to remain in post until 2016 to work on delivering the Shared Staffing Arrangement. Paul Martin would become the joint Chief Executive for both organisations at that point. Wandsworth's Director of Finance, Chris Buss, will also take flexible retirement in August 2015, but remain in post working reduced hours until the end of March 2017. Richmond's Director of Finance and Corporate Resources, Mark Maidment, would then become joint Deputy Chief Executive and Director of Resources for both Councils.
25. In parallel, a programme of work will be developed to ensure that recommendations about staff groups, structures and procurements are developed and can be the subject of decisions at various points between June 2015 and March 2017. Therefore it is anticipated that the shared structure will be largely implemented by March 2017. A broad timeline and key milestones are shown in the below:-



APPROACH

26. It is emphasised that no decisions have yet been taken regarding the approach to appointing or sharing staff. It is intended that as these more detailed proposals are developed, they will be brought to committee for consideration and decision via the established routes.
27. It is proposed that officers from both Councils form a joint Programme Board to provide direction and oversight to the delivery of the shared staffing arrangement. The Board will be chaired alternately by the Chief Executives of the two authorities. It will comprise the Directors of both Councils, as well as Wandsworth's Head of Policy and Communications and the Assistant Director with equivalent responsibilities in Richmond. The Board will work with an Advisory Group of leading Members from both Councils and develop recommendations that will be made to both Councils; these recommendations will be subject to the normal decision-making processes and scrutiny that both Councils have in place.
28. It is proposed to create a new dedicated Shared Staffing Arrangement Programme Manager post (indicative grading PO8 subject to job evaluation) to support the Board, reporting directly to both Chief Executives. This post would be jointly and equally funded by both Councils and supported within Wandsworth Council's Policy and Communications Division and from Richmond's Commissioning, Corporate Policy and Strategy Division.
29. Development of these proposals will include investigation and review of learning from the variety of ways in which local authorities across the country have approached shared service arrangements and careful consideration of their successes and failures. In the short term there will also be a focus on identifying any immediate opportunities, for example, imminent procurement activity which can be aligned to deliver efficiency savings. Officers will ensure these are considered jointly and that no opportunities are missed which could be of benefit to both authorities and their residents. In the longer

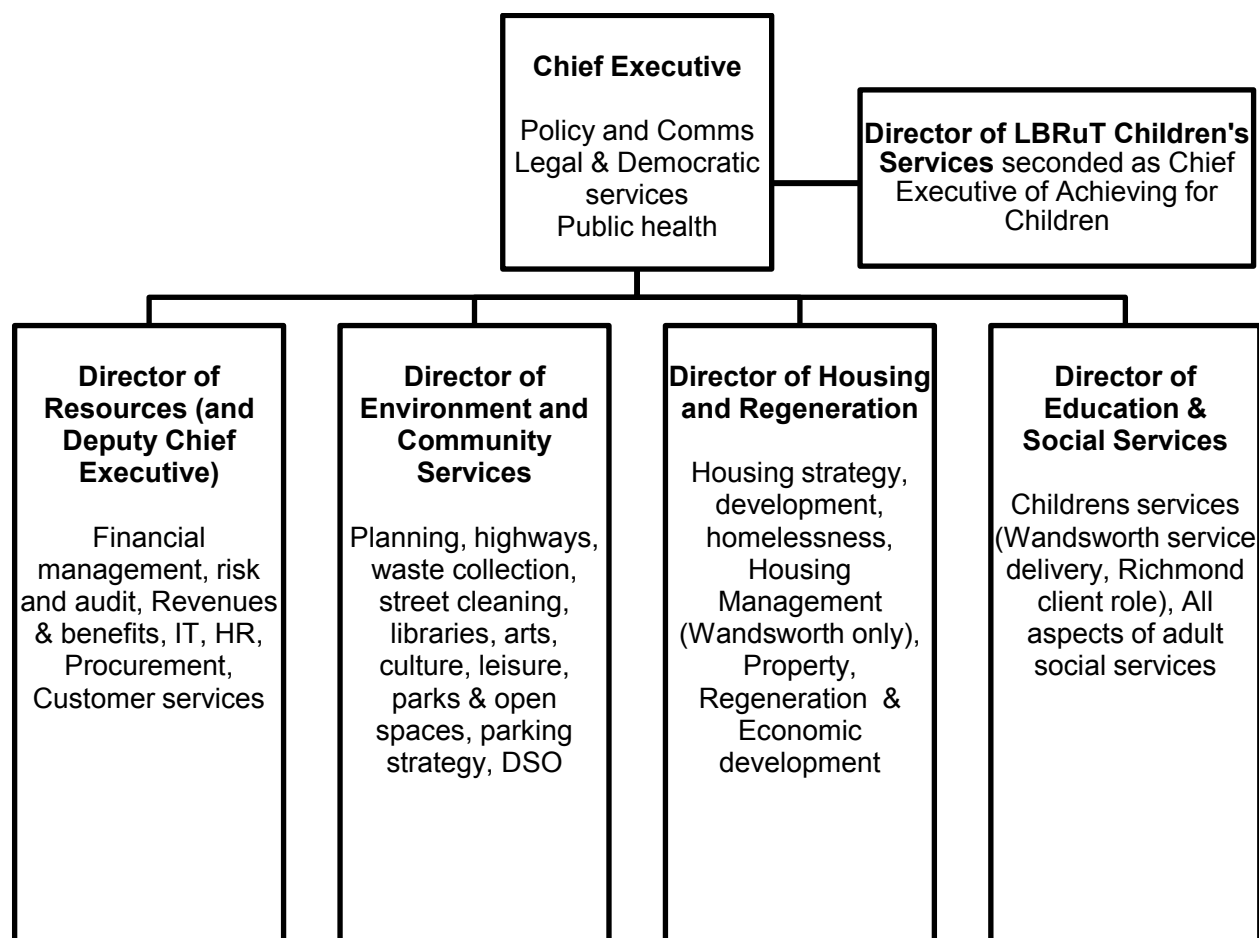
term, the Board will oversee detailed consideration of opportunities for integration of staffing and reduction of duplication across the whole shared staffing arrangement.

30. While the general principle is that all services will be in scope, there are certain areas of 'asymmetry' between the two Councils which may necessitate differences of approach. For example, Richmond's Children's Services are already delivered by a Community Interest Company jointly formed with the Royal Borough of Kingston upon Thames and spun out from the Council. Another such example is the significant social landlord responsibilities retained by Wandsworth, whereas Richmond does not retain any council housing. Therefore these areas are out of scope in the period to 2017.
31. The scale of the initiative and complexity of the organisational change involved should not be under-stated. There are complex legal considerations and it will be necessary for Wandsworth to seek its own professional advice at various stages. Integration of IT will be essential to facilitate officers working across both organisations. There are likely to be cultural differences between the organisations which will be evident in professional approaches, systems and processes. Effective communication and training will be necessary to ensure good working relationships and shared understanding. There will be some cross-cutting areas of work which will underpin the success of the venture, for example around IT and Human Resources. These will be key 'enablers' which will facilitate sharing across the board and early work to identify a workable common approach will be vital.
32. Given the financial drivers behind the intent to enter a shared staffing arrangement, tracking the delivery of benefits will be important. It will be necessary to closely monitor the realisation of savings and retain a close focus on the areas of work which are most significant to the delivery of savings. In addition to financial considerations, it will also be necessary to have a clear approach to management of risks across the programme as a whole, and risks specific to each authority. This will involve early identification of all risks that could impact on the success of the shared staffing arrangement and consistent monitoring of these risks and identification of mitigating actions.
33. Nothing in this approach excludes the consideration of other areas of joint work with other councils. Wandsworth Council is already involved in a number of shared service arrangements as is Richmond. There will be a pragmatic approach to joining other joint arrangements and sharing of services with wider groups of councils where appropriate and beneficial for residents. Existing examples include:
 - (a) Pensions – Wandsworth, Camden and Merton – since 2012;
 - (b) Fraud investigation – Wandsworth, Richmond, Kingston, Sutton and Merton - from 1st April 2015
 - (c) Disaster recovery (IT) – Wandsworth and Merton – since 2011;

- (d) Joint procurement of professional property services – Wandsworth and Lambeth – since 2013;
- (e) Children's Services - Richmond and Kingston – since 2014;
- (f) Legal Services – Richmond, Merton, Sutton and Kingston – since 2013;
- (g) Regulatory Services – Richmond and Merton – since 2014;
- (h) HR & Payroll – Richmond and Kingston – since 2012; and
- (i) Audit - Richmond & Kingston – since 2012.

INDICATIVE STRUCTURE

34. Early thinking and discussions between the two Councils has focused on the development of an indicative management structure for the shared staffing arrangement. The diagram below shows a possible structure for senior management, along with indicative groupings of services and key functions within each department. This structure will be further developed and refined and recommendations regarding the arrangements for appointing top level management will be brought back to the FCROSC, the Executive and the General Purposes Committee in June for consideration.



35. **Rationale for structure.** The structure shown is a suggested starting point for the proposed shared service. It reflects a logical grouping of services that is familiar in other local authorities. At present it only sets out broad areas of responsibility at a high level, and recommendations about specific services and staff will be refined over the coming months. Several points benefit from clarification.
36. As Richmond Council's former children's services department is now in a Community Interest Company known as Achieving for Children (AfC) this is shown as a separate entity reporting to the Chief Executive. The indicative structure proposes the combination of children's and adults services under a single Director. Here in Wandsworth, this combination has only just taken place and is already leading to benefits, for example in terms of planning more integrated transitions for young people with disabilities. For this reason, it is felt to be desirable not to separate these services – especially given the separation of Richmond's children's services. However, it is acknowledged that this creates a large department and careful thought will need to be given to the structure at second tier to ensure the Director of Education & Social Services (DESS) has a strong senior management capacity.
37. Wandsworth has a very large housing landlord responsibility, as well as a large scale regeneration programme. Taken together with Richmond, it is felt that it would be

unviable to combine this with the universal services reflected in Environment & Community Services. Therefore, the proposal is for a Housing & Regeneration department and an Environment & Community services department.

CONSULTATION

38. It is intended to carry out consultation of residents in Wandsworth to gauge their opinions on the intention to share staff. The results of this consultation will be reported back to committee in June.
39. At this stage there are no specific proposals directly affecting staff. When these proposals have been developed, staff will be consulted in line with the existing Code of Practice on Managing Staff Reorganisations.
40. As this report includes a specific staffing proposal (in paragraph 28), the Staff Side have been consulted on this report and any comments received from them will be reported to the Finance and Corporate Resources OSC.

EQUALITY IMPACT ASSESSMENT

41. The Equality Act 2010 requires that the Council when exercising its functions must have "due regard" to the need to eliminate discrimination, to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it. As such an Equality Impact Assessment (EIA) has been undertaken on the proposals to develop a shared staffing structure. This EIA is attached as an Appendix to this report. This EIA has found that, although there are small differences in the population profiles of Wandsworth and Richmond, there should be no adverse impact on residents as a result of the proposals as the arrangements that will be put in place will enable the Council to continue to develop its own role for community leadership and retain its ability to deliver local solutions for them. This means that under the new arrangements the needs of the local population will continue to be reflected in service delivery, community engagement and service commissioning. In order that the impact of decisions is clear to Members, EIAs will be conducted at each stage of the development of the shared structure and will be submitted to committee.

COMMENTS OF THE DIRECTOR OF FINANCE

42. The Council tax setting paper (Paper No. 15-114 later on the agenda for this meeting of the Committee and the Executive) indicates that the Council is facing significant reductions in central Government funding over the period from 2014-2018 estimated at £63.1 million. It is therefore essential that the Council reviews all possible areas to see where expenditure reductions can be made. An initial high-level overview has indicated that the creation of a single staffing structure with another London borough council could produce savings of up to £10 million by 2018. These exclude any one-off costs

resulting from redundancy or the re-alignment of IT systems or other service reconfiguration costs. The latter will only be known once more detailed work has been completed on staffing and service structures. Any subsequent budget variations will be sought as proposals are brought forward. Paper No 15-114 includes a specific budget for the initial implementation of system changes and other costs of £1m funded from the Service Transformation Fund. Achievement of savings will be dependent to some extent in moving towards commonality of systems and processes which is dependent upon a full review of current IT arrangements.

COMMENTS OF THE HEAD OF AUDIT

- 43. The Council has continually delivered high quality services, whilst maintaining a low Council Tax, with effective management and budgetary controls. However, the significant reduction in central Government grant funding exposes the Council to risk that this would not be able to be continued unless there are fundamental changes in the way the Council works.
- 44. The proposed changes will need to be effectively managed so that savings can be made through identifying areas of duplication and opportunities for joint procurement, without removing the key controls that assist the Council in delivering its core objectives.
- 45. It will be important to keep officers from both Councils informed of the progress being made in order to maximise the benefits of any ongoing restructures and procurement exercises whilst mitigating against the risk of losing key staff as a result of uncertainty.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

- 46. If the proposals are agreed, this will require substantial changes to the Council's staffing establishment and will involve a significant reduction in the overall numbers of staff employed. It will be important to look towards harmonising HR policies and procedures across both Councils together with the relevant pay, grading and terms and conditions of service where possible. A key element will be to ensure that staff engagement and training remain high priorities in making sure that the shared staffing arrangements are effective.
- 47. If agreed, the proposals will result in the creation of a Programme Manager post on a fixed term until the end of March 2017. The Council's Job Evaluation procedure will be used to establish the grade of the new post. The Chief Executives of Richmond and Wandsworth have agreed that, in order to avoid any delay in terms of recruitment, the present incumbent of the post of Programme Support Manager (Post No.A1112) in the Administration Department's Policy Unit should be directly appointed to this new post.

COMMENTS OF THE BOROUGH SOLICITOR AND ASSISTANT DIRECTOR OF ADMINISTRATION

48. The proposals to develop a shared staffing arrangement raise potentially significant legal issues. Local authorities are creatures of statute and so it is important to recognise that the Council as a separate legal entity, together with all its statutory functions, powers and duties, all remain unaffected by the proposals; such matters could only be changed by legislation. Accordingly, the proposals cannot affect the Council's "sovereignty" and governance arrangements. It follows that in developing the proposals it will be most important to put in place effective staffing arrangements to safeguard the integrity of each Council, and to ensure continuing legal compliance by each Council. The arrangements will, therefore, need to ensure that each Council continues to receive the necessary focussed professional advice in relation to all its functions, to guarantee that their respective separate sovereignties and legal interests are promoted and defended as appropriate. Additionally, governance arrangements will need to be agreed and documented in order to ensure that services delivered to Wandsworth Council comply with this Council's requirements and that there is no risk to effective local democratic accountability.
49. Following further development of the proposals, it will be appropriate for both Councils formally to document the key matters agreed between them. A formal Memorandum of Understanding between both Councils would seem likely to be appropriate, covering such possible matters as: joint governance arrangements; a Joint Appointments Committee (for Member-level appointments to chief officer posts); the proposed Shared Management Structure; staffing arrangements consistent with the sovereignty principles (including staff consultation); apportionment of costs and savings arising from the creation of a shared staffing arrangement; staff termination and review arrangements; discharge of the Head of Paid Service's duty under Section 4 of the Local Government and Housing Act 1989 (the duty to report to each authority re: co-ordination of functions; number and grades of staff; organisational structure; appointment and management of staff); and dispute resolution; indemnities. Such a Memorandum of Understanding would require to be carefully drafted, negotiated and agreed between both Councils. Assuming completion of such an "over-arching" document, it is likely that the subsequent implementation of shared staffing, following individual service reviews, would require additional detailed and specific agreements in relation to each relevant staff group where both Councils agree that shared staffing should proceed.

CONCLUSION

50. This paper sets out proposals to develop a shared staffing arrangement with Richmond Council. The vision for the proposals is that a single staffing structure would be created across the two councils by 2017, delivering savings of up to £10 million per year for local tax payers in Wandsworth, and similar amounts in Richmond. Progress in the development of the shared staffing arrangement including a recommended top-level management structure will be brought to committee in June 2015.

The Town Hall
Wandsworth
SW18 2PU

PAUL MARTIN
Chief Executive and
Director of Administration

11th February 2015

Background papers

There are no background papers to this report.

All reports to Overview and Scrutiny Committees, regulatory and other committees, the Executive and the full Council can be viewed on the Council's website (www.wandsworth.gov.uk/moderngov) unless the report was published before May 2001, in which case the Committee Secretary (Graham Collins tel: 020 8871 6021 or email [gcollins@ wandsworth.gov.uk](mailto:gcollins@wandsworth.gov.uk)) can supply it if required

**Wandsworth Borough Council
EQUALITY IMPACT ASSESSMENT**

Initial Equality Impact Assessment (Service delivery) – Shared Staffing Arrangement.

Department	Council-wide
Service	Council-wide
People involved	Aveen Kelly (Programme Support Manager) and Clare O'Connor (Deputy Head of Policy)

1. What are the aims of the proposals?
It is proposed to develop a shared staffing structure with the London Borough of Richmond-upon-Thames.
2. What is the rationale behind these changes?
Wandsworth has significantly reduced its expenditure whilst protecting frontline services. Senior management has reduced by a third, services have been market tested, and a major staff-led mutual for culture and leisure services has been launched. However, further savings need to be identified. Implementation of a shared staffing arrangement would help deliver the savings required.

3. What information do you have on the service and the potential impact of your service change in relation to the following?	
	Information
Race	According to the 2011 Census for Wandsworth, 28.56% of the Borough’s residents are from black and minority ethnic backgrounds. The Census data for Richmond shows that 14% of the population are black and minority ethnic backgrounds.
Gender	According to the Census for Wandsworth, 51.6% of residents are female.

	The Census data for Richmond shows that 51.3% of the population are female.
Disability	<p>According to the Wandsworth Census, 11.2% of residents reported that their day to day activities were limited to some extent by a long term health problem or disability.</p> <p>The Census data for Richmond shows that 11.5% of Richmond of residents reported that their day to day activities were limited to some extent by a long term health problem or disability</p>
Age	<p>According to the Census for Wandsworth, 19.9% of residents are aged 19 or under and 8.8% are aged 65 or over.</p> <p>The Census data for Richmond shows that 23.5% of residents are aged 19 or under and 13.5% of the population of Richmond are aged 65+.</p>
Faith	<p>According to the Census for Wandsworth, 53% of residents are Christian, 27% state they have no religion, 8.1% are Muslim and 2.1% are Hindu</p> <p>The Census data for Richmond shows that 55% of residents are Christian, 29% state they have no religion, 3% are Muslim and 1% are Hindu.</p>
Sexual Orientation	Data not collected via the Census.

4. Thinking about each group below please list the impact that the service change will have.

	Positive impacts	Possible negative impacts
Across the strands	<p>The proposal to develop a shared staffing structure will achieve savings. This should minimise the impact on frontline services.</p> <p>Implementing a shared staffing structure will facilitate the sharing of best practice and ideas which could lead to further service improvements for residents.</p> <p>Each Council will retain its sovereignty, governance and scrutiny arrangements and will remain separately accountable to residents and retain its ability to deliver local solutions for them. This means that</p>	<p>Residents may be concerned regarding how the changes will impact on how they are supported by the Council. In order to mitigate these concerns the Council will:</p> <p>(a) Ensure decisions regarding the changes are scrutinised through its Overview and Scrutiny process. This enables residents to see the</p>

Proposed Shared Staffing Arrangement with Richmond

	<p>residents should see no change in how they engage with the Council as a result of the shared staffing arrangements nor should they see many changes in the way they experience services as a result of this work, except for the better where greater resilience and innovation has been made possible.</p> <p>As part of this approach the two Councils will adopt a Sovereignty Guarantee that clearly describes how local autonomy and identity will be safeguarded, including:</p> <ul style="list-style-type: none"> (a) each Council will continue to develop its own role for community leadership; (b) each Council will continue to speak up for its own residents, even if there were an apparent conflict of interest between the boroughs; (c) nothing in these proposals is intended to stop Councils developing local ideas about how to support their local communities; and (d) each Council will continue to set its own spending priorities, policies and service standards. <p>The decision making and policy-making processes in Wandsworth will remain untouched by the proposed shared staffing arrangement. This means that the very transparent approach taken to decision-making in Wandsworth will continue, thus also continuing to enable all residents and businesses to see what decisions are being proposed and engage with Councillors on them.</p>	<p>detail of proposals;</p> <ul style="list-style-type: none"> (b) Ensure that EIAs are developed as part of the on-going process to develop a shared staffing arrangement and that these EIAs are published alongside committee papers so that the equality impact of all decisions is clear to Members and residents; (c) Communicate clearly and regularly to residents regarding the proposals; <p>and</p> <ul style="list-style-type: none"> (d) Will undertake a public consultation to gauge public support for the principle of sharing staff to achieve savings.
Race	Although Wandsworth has a higher percentage of BME residents, the	As above

	proposals to develop a shared staffing structure should not adversely impact on BME residents as the arrangements that will be put in place will enable the Council to continue to develop its own role for community leadership and retain its ability to deliver local solutions for them. This means that under the new arrangements the needs of the local population will continue to be reflected in service delivery, community engagement and service commissioning.	
Gender	As outlined in “across the strands”	As above
Disability	As outlined in “across the strands”	As above
Age	<p>Although the age profiles of Wandsworth and Richmond do not directly mirror each other the proposal to develop a shared staffing structure should not adversely impact on younger or older residents as the arrangements that will be put in place will enable the Council to continue to develop its own role for community leadership and retain its ability to deliver local solutions for them. This means that under the new arrangements the needs of the local population will continue to be reflected in service delivery, community engagement and service commissioning.</p> <p>The new arrangements will allow for the sharing of best practice which could lead to further service improvements in relation to the support provided to older and younger residents.</p>	As above
Faith	Although the faith profiles of Wandsworth and Richmond vary slightly, the proposal to develop a shared staffing structure should not adversely impact on residents of any faith or belief, including those with no faith, as the arrangements that will be put in place will enable the Council to continue to develop its own role for community leadership and retain its ability to deliver local solutions for them. This means that under the new arrangements the needs of the local population will continue to be reflected in service delivery, service commissioning and community engagement, such as the Council's	As above

	and Members' on-going engagement with local faith leaders.	
Sexual orientation	The arrangements that will be put in place will enable the Council to continue to develop its own role for community leadership and retain its ability to deliver local solutions for them. This means that under the new arrangements the needs of the local population will continue to be reflected in service delivery, service commissioning and community engagement, such as the Council's and Members' on-going engagement with the Wandsworth LGBT Forum.	As above

5. Is a full EIA required? No.

- Is the service a frontline service? Yes as it impacts on the staffing arrangements of services.
- Is it clear what impact the service change will have on all the equality groups? Yes
- Overall will the change have a negative impact on any of the equality groups? No.

Comments - Please give the rationale here for not undertaking a full EIA

Initial impact identified.

6. Through the initial EIA have you identified any actions that needed to be implemented to improve access to the service or monitoring of the service? (please list)

The following mitigating actions have been identified:

- Ensure decisions regarding the changes are scrutinised through its Overview and Scrutiny process. This enables residents to see the detail of proposals;
- Ensure that EIAs are developed as part of the on-going process to develop a shared staffing arrangement and that these EIAs are published alongside committee papers so that the equality impact of all decisions is clear to Members and residents;
- Communicate clearly and regularly to residents regarding the proposals; and

- | |
|--|
| (d) Will undertake a public consultation on to gauge public support for the principle of sharing staff to achieve savings. |
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Date: 30.01.15

Approved by: Clare O'Connor (Deputy Head of Policy)
