

Integrated Impact Assessment

Summary Report Template

1. Title of plan, policy or strategy being assessed

The organisational review of the management structure for Digital Services within Customer and Digital Services.

2. What will change as a result of this proposal?

It is proposed to reduce the number of management posts and associated costs. Reductions are proposed at grades (GR10, GR11 and GR12) via an organisational review. In conjunction with this some vacant budgeted posts (including the previous Head of Service post) in the Digital Services structure have been removed from the start of this financial year to reduce staffing costs and protect those currently in post. The roles below GR10 remain unchanged and are not part of the organisation review. It is acknowledged, however that there are likely to be, new ways of working and a review of how resources are allocated to tasks for all Digital Services areas as a result of this proposal.

3. Briefly describe public involvement in this proposal to date and planned

As this is an organisational review of an internal service, no specific public engagement has been necessary other than what has been undertaken through the Council's overall budget engagement process.

4. Date of IIA

The IIA meeting took place on 18 April 2019.

5. Who was present at the IIA? Identify facilitator, Lead Officer, report writer and any partnership representative present and main stakeholder (e.g. NHS, Council)

Name	Job Title	Date of IIA training	Email
Joanne Watson	Business Support Manager	n/a	Joanne.watson@edinburgh.gov.uk

Kathy McLauchlan	Senior HR Consultant	15 Nov 2018	Kathy.mclauchlan@edinburgh.gov.uk
Don Naismith	HR Consultant	n/a	Don.naismith@edinburgh.gov.uk
Toby MacDonald	Finance Manager	n/a	Toby.macdonald@edinburgh.gov.uk
Carolann Miller	Acting Chief Information Officer	n/a	Carolann.miller@edinburgh.gov.uk

6. Evidence available at the time of the IIA

Evidence	Available?	Comments: what does the evidence tell you?
Terms of Reference for organisational review	Yes	How the review will be conducted in a fair and equitable manner that has been agreed by the trade unions
Current Council procedures and policies	Yes	How staff will be treated in a fair and equitable manner regardless of gender, race ,age or sexual orientation
Cost savings financial model and 2019/2020 staffing budgets	Yes	How cost savings will be achieved while protecting staff currently in post and the financial support for those who may leave the organisation with enhanced Voluntary Release package
Coalition pledge in relation to no compulsory redundancies	Yes	How staff are protected if they are declared surplus and how the redeployment policy applies
The additional support for those in scope that has been procured from Right Management	Yes	Staff will received additional support on top of standard offering to support them before and after this organisational review.
Employee Assistance Programme	Yes	The confidential support service that already exists for all staff that can be easily accessed to support staff in an organisational review with both work and personal matters

7. In summary, what impacts were identified and which groups will they affect?

<p>Equality, Health and Wellbeing and Human Rights</p> <p>Positive</p> <p>All staff in the service have the opportunity to contribute to shaping the future of the service via the consultative approach to the organisational review.</p> <p>Negative</p> <p>During this time of change employees may be more likely to feel anxious and uncertain about their future. Ongoing and open collective and individual communications will go some way to alleviate this and there are a number of support mechanisms available. Employees absent due to maternity or illness may miss some of the face to face communications. If this occurs, line managers will ensure that they are kept fully up-to-date in a timely way. Communications will be scheduled to accommodate individuals and in this position as much as possible as well as those with nonstandard work patterns.</p>	<p>Affected populations</p> <p>All staff</p> <p>All employees</p> <p>Staff with nonstandard working patterns</p> <p>Staff currently absent from work including those on maternity leave</p>
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<p>Environment and Sustainability</p> <p>Positive</p> <p>None envisaged</p> <p>Negative</p> <p>None envisaged</p>	<p>Affected populations</p>
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<p>Economic</p> <p>Positive</p> <p>The aim of the organisational review is to set the service</p>	<p>Affected populations</p> <p>All staff</p>
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<p>up for success and to evolve the digital service to best meet the needs of our customers and strengthen the relationship with our external IT partners/providers</p> <p>Negative</p> <p>None envisaged as the council has robust policies that protect staff under redeployment options and enhanced voluntary release. There is a no-compulsory redundancy pledge in place</p>	<p>All staff</p>
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8. Is any part of this policy/ service to be carried out wholly or partly by contractors and how will equality, human rights including children’s rights , environmental and sustainability issues be addressed?

No

9. Consider how you will communicate information about this policy/ service change to children and young people and those affected by hearing loss, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.

N/A

10. Is the policy a qualifying Policy, Programme or Strategy as defined by The Environmental Impact Assessment (Scotland) Act 2005? (see Section 4)

No

11. Additional Information and Evidence Required

If further evidence is required, please note how it will be gathered. If appropriate, mark this report as interim and submit updated final report once further evidence has been gathered.

N/A

12. Recommendations (these should be drawn from 6 – 11 above)

Following completion of this IIA there no reasons identified that prevent this change proceeding.

13. Specific to this IIA only, what actions have been, or will be, undertaken and by when? Please complete:

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and contact details)	Deadline for progressing	Review date
Appropriate consideration to be given to timing of meetings and when communications are issued to ensure that as inclusive for all staff as possible and ensure that follow up sessions are held or communications are reissued as necessary	Digital Services Managers	immediate	Weekly from 24/4/19
Managers to consider the staff groups they lead and make any necessary adjustments from the standard approach to ensure that all staff are fully supported throughout this change	Digital Services Managers	immediate	Weekly from 24/4/19
Scope list and staffing lists to be reviewed to ensure that all relevant staff even those currently absent from work are being appropriately communicated to	Digital Services Managers/Joanne Watson/Don Naismith	immediate	Weekly from 24/4/19
Managers to be aware of all council policies and undertake to refresh their understanding of key policies in relation to an organisational review in order to support staff	Digital Services Managers	immediate	Weekly from 31/4/19

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and contact details)	Deadline for progressing	Review date
Managers to consider how communications have landed for all staff and to adapt styles to ensure that all groups included equitably	Digital Services Managers	immediate	Weekly from 24/4/19

14. How will you monitor how this policy, plan or strategy affects different groups, including people with protected characteristics?

This will be monitored through the weekly Customer Board, chaired by Nicola Harvey. This board has representation from Service areas, Finance and Communications. The weekly TU meetings as part of this organisational review and then after the regular DJCC meetings will form part of the routine monitoring of this change.

15. Sign off by Head of Service

Name: Nicola Harvey

Date: 24/4/19

16. Publication

Send completed IIA for publication on the relevant website for your organisation. [See Section 5](#) for contacts.