

Section 4 Integrated Impact Assessment

Summary Report Template – Organisational Review – (Customer Services) Planning & Quality Function

Each of the numbered sections below must be completed

Interim report		Final report	√	(Tick as appropriate)
----------------	--	--------------	---	-----------------------

- 1. Title of plan, policy or strategy being assessed**
Organisational Review – (Customer Services) Planning & Quality Function.
- 2. What will change as a result of this proposal?**
These changes are designed to support the Council’s wider operational efficiency and budget goals.
- 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 undertaken, other than Council’s overall budget engagement process.
- 4. Date of IIA**
26 August 2021
- 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
(Lead Officer) Craig Rennie	Senior Planning & Quality Manager	N/A	craig.rennie@edinburgh.gov.uk
(Facilitator) Cheryl Hynd	Customer Manager – Transactions	19/12/17	Cheryl.hynd@edinburgh.gov.uk

(Stakeholder) Lisa Hastie	Contact Centre Manager	N/A	lisa.hastie@edinburgh.gov.uk
(HR Lead) Peter Collins	HR Consultant	N/A	peter.collins@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 staffing budgets	Yes	How cost savings will be achieved while protecting service and ensuring that agreed financial support is available through agreed Council 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
Employee Assistance Programme	Yes	Confidential support service 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>Main Contact Centre review in April 2021, new posts available to all staff.</p> <p>Staff in this service review can 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 alleviate this and there are several support mechanisms available. Employees absent due to 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.</p> <p>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>Staff are home working due to Covid19; therefore, briefings will need to be delivered virtually rather than face to face. This may require additional briefings and 1 to 1 support</p>	<p>Affected populations</p> <p>All</p>
---	---

<p>Environment and Sustainability</p> <p>Positive</p> <p>None identified</p> <p>Negative</p> <p>None identified</p>	<p>Affected populations</p> <p>All</p>
--	---

Economic	Affected populations
<p>Positive</p> <p>The aim of the review is to support service goals through streamlined operations achieved by an effective workforce management infrastructure, thereby contribute to the Council's savings commitments.</p> <p>No-compulsory redundancy pledge in place.</p> <p>Negative</p> <p>None identified as the Council has robust policies that protect staff under redeployment options and voluntary release. No-compulsory redundancy pledge in place.</p>	<p>All</p>

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 sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.

Current agreed communication methods for colleagues who are impacted by hearing or sight impairment will be adopted.

10. Does the policy concern agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use? If yes, an SEA should be completed, and the impacts identified in the IIA should be included in this.

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.

No

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

Following completion of this IIA there are 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:

Communications and engagement plan						
Planned activity <i>(includes channel of communication / engagement approach)</i>	Audience	What are the key messages?	What's the call to action? (What do you want the audience to do as a result of your communication?)	What's the desired outcome? <i>(i.e. awareness /full understanding/change of mindset/behavioral change)</i>	Delivery date	Owner
Email - Trade Union Notification	Lead Officer Senior Manager Trade Union Representative	Notification of consultation start date	Make themselves available for follow up video call.	Awareness of consultation.	wk. 6/9/21	Craig Rennie
Video Call Briefing with Trade Unions	Lead Officer Senior Manager Trade Union Rep	Notification of consultation start date Proposed changes and reasons to structure	Engagement in consultation process	Understand of change proposal.	wk. 6/9/21	Craig Rennie
Video Call Presentation to Employees in Scope	Lead Officer Senior Manager Employees in Scope	Notification of consultation start date Proposed changes and reasons to structure Impact to current roles	Engagement in consultation process	Awareness of consultation. Understanding of change proposal	wk. 6/9/21	Craig Rennie
Video Call – Manager One to One with Team	Lead Officer/Team Manager	Clarify understanding of presentation and answer any	Raise any questions, thoughts or concerns	Capture any questions, thoughts or concerns and	wk. 6/9/21	Craig Rennie

Members	Employees in Scope	questions		clarify all available information		
Video Call – Open Time for Engagement	Lead Officer Employees in Scope Trade Union Representative	Answer any questions	Raise any questions, thoughts or concerns	Capture any questions, thoughts or concerns and clarify all available information	wk. 13/09/21 – 27/9/21	Craig Rennie
Video Call – Manager One to One with Team Members	Lead Officer/Team Manager Employees in Scope	Clarify understanding of presentation and answer any questions	Raise any questions, thoughts or concerns	Capture any questions, thoughts or concerns and clarify all available information	wk. 13/09/21	Craig Rennie
Video Call for Mid-Point Presentation to Employees in Scope	Lead Officer Senior Manager Employees in Scope	Relay feedback and proposed changes	Engagement in consultation process	Awareness of feedback.	wk. 27/09/21	Craig Rennie
Video Call – Manager One to One with Team Members	Lead Officer/Team Manager Employees in Scope	Clarify understanding of presentation and answer any questions	Raise any questions, thoughts or concerns	Capture any questions, thoughts or concerns and clarify all available information	wk. 20/09/21	Craig Rennie
Video Call – Open Time for Engagement	Lead Officer Employees in Scope Trade Union Representative	Answer any questions	Raise any questions, thoughts or concerns	Capture any questions, thoughts or concerns and clarify all available information	wk. 27/09/21 – wk. 04/10/21	Craig Rennie
Video Call for final presentation and end of consultation period	Lead Officer Senior Manager Employees in Scope	Provide finalised structure	Notification of end of consultation	Awareness of end of consultation	wk. 18/10/21	Craig Rennie

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

This will be monitored through normal senior management channels and through Customer Board. 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/ Project Lead

Neil Jamieson, Head of Customer Services.

16. Publication

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

Section 5 Contacts

- **East Lothian Council**

Please send a completed copy of the IIA to equalities@eastlothian.gov.uk and it will be published on the Council website shortly afterwards. Copies of previous assessments are available via http://www.eastlothian.gov.uk/info/751/equality_diversity_and_citizenship/835/equality_and_diversity

- **Midlothian Council**

Please send a completed copy of the IIA to zoe.graham@midlothian.gov.uk and it will be published on the Council website shortly afterwards. Copies of previous assessments are available via http://www.midlothian.gov.uk/downloads/751/equality_and_diversity

- **NHS Lothian**

Completed IIAs should be forwarded to impactassessments@nhslothian.scot.nhs.uk to be published on the NHS Lothian website and available for auditing purposes. Copies of previous impact assessments are available on the NHS Lothian website under Equality and Diversity.

- **The City of Edinburgh Council**

Completed impact assessments should be forwarded to Strategyandbusinessplanning@edinburgh.gov.uk to be published on the Council website.

- **City of Edinburgh Health and Social Care**

Completed and signed IIAs should be sent to Sarah Bryson at sarah.bryson@edinburgh.gov.uk

- **Edinburgh Integration Joint Board**

Completed and signed IIAs should be sent to Sarah Bryson at sarah.bryson@edinburgh.gov.uk

- **West Lothian Council**

Complete impact assessments should be forwarded to the Equalities Officer.