

Section 4 Integrated Impact Assessment

Summary Report Template

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 :

Hard FM Services Organisational Review

The Council has over 660 operational buildings and other non-operational assets such as statues and monuments etc across the estate covering approximately 670,000m². Each building and site have an ongoing requirement for Technical Facilities Management (FM) Services.

Our in-house Repair & Maintenance Services Team helps deliver these services, including mechanical & electrical maintenance, building fabric maintenance and other technical support. With the introduction of a new Technical FM services contract with MITIE and Skanska, 1st October 2021, there is now the requirement to undertake an organisational review of the team to ensure the new contract is being fully supported and that all Technical FM services are being delivered effectively and efficiently.

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

The equality impact assessment looks to consider the implications of undertaking an organisational review of the team to ensure it is fit for purpose in order to support the new Technical FM services contract. The organisational review is not primarily focused on making efficiencies and financial savings across the FM services area but is to deliver a flexible structure and a realignment of services through a standardisation of services delivered to all our operational sites. This is to include:

- Review and regrading of JD's, to include adjustments to roles and responsibilities;
- Changes to place of work;
- Reduction in the use of consultants / agency staff.

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

- No public involvement as in-house Technical FM services provided to the Council's operational estate.
- The new Technical FM contract is a new provision and will do away with the myriad of suppliers, along with new processes and procedures, as well as the use of our CAFM software solution.
- Stakeholder engagement to include elected members, client directorates, Trade Unions, etc;

4. Date of IIA

17th February 2023

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
Kirsty Holder	Project Manager	TBC	Kirsty.holder@edinburgh.gov.uk
Gohar Khan	Performance & Audit Officer	2017	Gohar.khan@edinburgh.gov.uk
Mark Stenhouse	Head of FM		Mark.stenhouse@edinburgh.gov.uk
Murdo MacLeod	Technical Services Manager		Murdo.macleod@edinburgh.gov.uk
Debbie Finch	Senior HR Consultant		Debbie.finch@edinburgh.gov.uk

6. Evidence available at the time of the IIA

Evidence	Available?	Comments: what does the evidence tell you?
Data on populations in need	Yes	In House Technical Services Team.
Data on service uptake/access	Yes	Technical FM services to the Council's operational estate.
Data on equality outcomes	No	
Research/literature evidence	No	
Public/patient/client experience information	No	
Evidence of inclusive engagement of service users and involvement findings	No	
Evidence of unmet need	No	
Good practice guidelines	Yes	All recruitment to take place in line with Council approved policies and procedures.
Environmental data	No	
Risk from cumulative impacts	No	
Other (please specify)	No	
Additional evidence required	No	

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

Equality, Health and Wellbeing and Human Rights Positive

The Impact Assessment considers overall that there are many positive impacts for all employees involved within the review. The approach taken by the CEC has been consistent, with the relevant policies fairly applied. The process has involved consultation with the TU's, employees and key stakeholders. In order to achieve the aims and objectives of the review, a number of factors were considered. The review aims to create new additional roles within the Technical Services Team over and above the current structure. Current headcount 32 including 4 vacancies increasing to a proposed FTE of 55.

As a result of the review, career development opportunities will be created to provide often marginalised and excluded groups, for example, parents seeking part time / flexible working around childcare, increased opportunities for employment. Furthermore, with enhanced role and responsibilities, this will continue to provide a positive, encouraging work environment for all staff leading to higher levels of productivity, reduced sickness absence and reduced staff turnover.

Enhances the Council's reputation as a leader in Technical FM services/ effective maintenance of core operational stock. Furthermore, as a result of the new structure and increased headcount, we would see improved performance and contract management of the contractors as well as a positive impact on staff wellbeing by reducing the day-to-day workload pressure and stress across the team which ultimately would have a positive impact on staff morale.

Negative

There is no intention to reduce staff numbers as reducing the number of staff may impact on service delivery and could, therefore, negatively impact on the rights of customers and public, including a variety of different rights. Any staff who are displaced as a result of the review will be put onto

In House Technical Services Team

the Council's redeployment pool and managed in accordance with our policies and procedures.

Environment and Sustainability

**Positive
No Impact**

**Negative
No Impact**

Affected populations

Economic

Positive

By saving the Council on revenue expenditure pertaining to the use of consultants and agency staff, this proposal could enhance a range of rights depending on where this money is utilised instead. Alternatively, by releasing a pressure on the budget, it may prevent alternative cutbacks which could have a bigger impact on equality and rights. Delivers value for public funding.

Negative

None

Affected populations

- 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?**

Not Applicable

- 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.**

Not Applicable

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.

Not Applicable

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.

Not Applicable.

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

As stated earlier, the approach being taken by CEC, has been consistent, with the relevant organisational review policies fairly applied. The process has involved consultation with the Trade Unions, employees and key stakeholders. This will inevitably help eliminate discrimination, promote the equality of opportunity and foster good relations between employees.

On conducting this IIA, all efforts have been made to ensure that processes have been conducted fairly and equitably to ensure that we achieve a more efficient and fit for purpose operating model with minimum disruption to staff working patterns. Any support to staff that is required will include operational and management support, assistance with finding alternative employment opportunities, both internal and external.

It is further recommended that following implementation of the new operating structure, a review will be conducted with a view to ensuring that no negative impacts have become evident.

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,	Who will take them forward	Deadline for progressing	Review date

mitigating actions and risks of cumulative impacts)	(name and contact details)		
None			

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

It is recommended that following implementation of the new operating structure, a review will be conducted with a view to ensuring that no negative impacts have become evident.

15. Sign off by Head of Service/ Project Lead

Name: Mark Stenhouse

Date: 17th February 2023

16. Publication

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