Interim Integrated Impact Assessment

Summary Report Template

Organisational Review of Business Support

1.   Title of plan, policy or strategy being assessed

The review of the management structure for the Business Support service within Customer and Digital Services, as referenced in the Council's Change Strategy 2019 – 2023 Budget Proposals (Item 2 – Workforce Modernisation and Change – Back Office Support).

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

This project is focused on back office support associated with the Business Support function. It is proposed to increase management spans of control to reduce the number of management posts and associated costs. Reductions are proposed at all management grades (GR10 to GR5).

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

As this is a review of management spans of control for an internal (back office) operation, no specific public engagement has been necessary other than what has been undertaken through the Council's overall budget engagement process. The Council's business plans also support the development of a more efficient and leaner Business Support function over time. Internal consultation has taken place with CLT and elected members, who are supportive of reducing management overheads to protect front line staff where possible.

4.   Date of IIA

Drafted on 24 January 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)

IIA reviewed and approved via correspondence between the following people:

Name	Job Title	Date of IIA training	Email
Nicola Harvey	Head of Customer and Digital Services		nicola.harvey2@edinburgh.gov.uk
Barry Leathem	Business Support Manager		barry.leathem@edinburgh.gov.uk
Stuart Cassie	HR Consultant		stewart.cassie@edinburgh.gov.uk
Laura Duncan	Senior Accountant		laura.duncan@edinburgh.gov.uk

6. Evidence available at the time of the IIA

Evidence	Available?	Comments: what does the evidence tell you?
Current management spans of control for the Business Support service	Yes	Spans of control have become stretched in some operational areas while reducing significantly in others. More equitable spans of control can be achieved by merging the management structures for operational teams. An initial review by senior management has identified that this can be delivered with a potentially positive impact to the support of teams across the city.
Tasks and transactional volumes for each team	Yes	Analysis of task information gathered indicates that as well as simple spans of control, geographical coverage also needs to be taken account of. Some managers manage city wide or geographically spread teams, while other managers manage staff that are concentrated in larger teams based in a smaller number of locations.

Evidence	Available?	Comments: what does the evidence tell you?
Service Level Agreements (where deployed)	Yes	Where Business Support has formally agreed service levels with client services, staff feedback is that these have proven very useful. They enable better understanding of respective responsibilities, provide a control mechanism for future service change and a framework to manage the relationship. Feedback is that these agreements enhance joint working and service delivery.

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

Equality, Health and Wellbeing and Human Rights	Affected populations
Positive By changing management structures and continuing to deploy service level agreements, managers and teams will experience greater consistency of approach and more equitable share of management time and supervision across teams. Some managers will see their immediate spans of control decrease, giving them more capacity to manage and support the development and wellbeing of individual staff. A more equitable share of staffing and management accountability is expected to lead to an overall reduction in stress and related absence for those staff involved over time.	Business Support staff and managers
Negative Implementing a more equitable management structure will increase current workloads and spans of control for some managers. This may adversely impact the health and wellbeing of those managers in the short term. Regular stress risk assessments will be carried out	Business support managers

across all management tiers post-implementation, with appropriate training and support mechanisms (EAP etc) identified where required.	
There may be a short term dip in morale among the wider staff group - not just those directly affected - as these changes require an organisational review to deliver, which takes time and creates uncertainty. The process will require a formal consultation process, and staff will be fully consulted throughout the process, including on a one-to-one basis.	All Business Support staff
Services that are supported by Business Support managers and teams may negatively perceive proposed changes and reductions in staffing at any level as negative. Service feedback on any potential impacts will be carefully considered as part of the review consultation period. Changes to systems, processes and ways of working within services are necessary to enabling the effective delivery of the centralised Business Support model.	Services supported by Business Support

Environment and Sustainability	Affected populations
Positive	
No significant environmental and sustainability impacts are expected as a result of this project.	All staff
Negative	
No significant environmental and sustainability impacts are expected as a result of this project.	

Economic	Affected populations
Positive	
Changes to operational spans of control within Business Support are expected to reduce the Council's staffing costs and thus contribute to the overall savings agreed as part of the Council budget.	All staff
Negative	
None envisaged.	

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.**

    This proposal is not expected to impact this population. A wider communications plan will support the organisational review process, which will follow the procedure agreed for organisational changes affecting numbers of staff exceeding 20 and our formal requirements to consult with recognised Trade Unions.

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 project proceeding.

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

No public or community engagement or further actions are required.

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

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

Governance, oversight and escalation will be managed through the weekly Customer Board, chaired by SRO Nicola Harvey. This board has representation from service management, Finance, ICT and Communications.

15. **Sign off by Head of Service**

Name: <u>**Nicola Harvey**</u>

Date: <u>**30 January 2019**</u>

16.   Publication

Send completed IIA for publication on the relevant website for your organisation. See Section 5 for contacts.