

## Impact Assessment Level 1: Initial screening assessment

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| <b>Subject of assessment:</b>          | Senior Management Review   |  |  |   |
| <b>Coverage:</b>                       | To review the council's service structure  |  |  |   |
| <b>This is a decision relating to:</b> | <input type="checkbox"/> <b>Strategy</b>   | <input type="checkbox"/> <b>Policy</b>               | <input checked="" type="checkbox"/> <b>Service</b> | <input type="checkbox"/> <b>Function</b>          |
|  | <input checked="" type="checkbox"/> <b>Process/procedure</b>   | <input type="checkbox"/> <b>Programme</b>            | <input type="checkbox"/> <b>Project</b>            | <input checked="" type="checkbox"/> <b>Review</b> |
|  | <input checked="" type="checkbox"/> <b>Organisational change</b>   | <input type="checkbox"/> <b>Other (please state)</b> |  |   |
| <b>It is a:</b>                        | <b>New approach:</b>   | <input type="checkbox"/>                             | <b>Revision of an existing approach:</b>           | <input checked="" type="checkbox"/>               |
| <b>It is driven by:</b>                | <b>Legislation:</b>  | <input type="checkbox"/>                             | <b>Local or corporate requirements:</b>            | <input checked="" type="checkbox"/>               |
| <b>Description:</b>                    | <ul style="list-style-type: none"> <li> <b>Key aims, objectives and activities</b><br/>           To revise senior management structures for Council services to streamline structures to enable the Council to deliver the Mayor's vision for Middlesbrough, deliver the Change Programme and ensure the Council is well placed to respond to the future direction of travel for local government.         </li> <li> <b>Statutory drivers</b><br/>           There are a number of statutory drivers that are relevant to this restructure, including Local Government Acts and statutory guidance which set out the Statutory roles undertaken by some senior managers within the Council's structure. These statutory duties have been considered when designing the proposed approach and will be properly reflected within the proposed structure.         </li> <li> <b>Differences from any previous approach</b><br/>           The proposal would reduce the number of senior managers while ensuring that there continues to be a clear focus on the Council's priorities which is enabled by the revised structure.         </li> <li> <b>Key stakeholders and intended beneficiaries (internal and external as appropriate)</b><br/>           Service users, all local residents, Council staff, trades unions, partner agencies, voluntary and community sector and local businesses.         </li> <li> <b>Intended outcomes.</b><br/>           That a structure is put in place so that continues to align to Change Programme principles, continues to facilitate a cross Council approach to transformation and to ensure that the Council is well placed to respond to government's likely future direction for local government.         </li> </ul> |  |  |   |
| <b>Live date:</b>                      | April 2016 onwards   |  |  |   |
| <b>Lifespan:</b>                       | The implemented changes will apply until there is a further requirement to review structures within the scope of this review.  |  |  |   |
| <b>Date of next review:</b>            | There will be an initial desk top review within six months of the full implementation date to ensure there no unintended disproportional negative outcomes have occurred or there are any unresolved or unexpected issues and that the revised structure is able to deliver the Change Programme and the vision for the town. This will be formalised if there are any concerns.   |  |  |   |

| Screening questions  | Response |     |           | Evidence   |
|--|----------|-----|-----------|--|
|  | No       | Yes | Uncertain |  |
| <b>Human Rights</b><br>Could the decision impact negatively on individual Human Rights as enshrined in UK legislation? * | ☒        | ☐   | ☐         | The proposed restructure will not impact on service delivery and will therefore have no impact on human rights. As set out in the preamble, it will enable delivery of the Mayor's vision for the town, will drive the Change Programme and will ensure that the Council is well placed to respond to government's likely future direction for local government. |

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\* Consult the Impact Assessment further guidance appendix for details on the issues covered by each of these broad questions prior to completion.

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|--|-------------------------------------|--------------------------|--------------------------|--|
| <p><b>Equality</b></p> <p>Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law?<br/>         Could the decision impact differently on other commonly disadvantaged groups? *</p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>The Council has a duty to consider the impact of the proposal on relevant protected characteristics to ensure it has due regard to the public sector equality duty. The duty means the Council must have due regard when taking decisions to the need to:</p> <ul style="list-style-type: none"> <li>(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;</li> <li>(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</li> <li>(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul> <p>Because the review will significantly reduce senior management budgets it is inevitable that it will have an impact on staff as staff capacity will be reduced. The principles of the review and the proposed savings targets are in line with the Change Programme principles.</p> <p>The review process will be supported by a range of HR policies to ensure there is no disproportionate adverse impact on staff as a result of their holding a protected characteristic which could be a breach of the Equality Duty.</p> <p>Documents used to support this process will include redeployment policy and redundancy policy. Based on the evidence available, there are no concerns that the review will disproportionately affect any person because they hold a protected characteristic. Evidence used to assess this evaluation includes equality analysis of staffing included within the review. HR policies have been separately impact assessed. Consultation will be undertaken on proposals with staff and relevant partners as part of the review.</p> <p>Evidence used to inform this assessment includes:</p> <ul style="list-style-type: none"> <li>o Analysis of equality information held on staff</li> <li>o Consultation feedback from staff within the proposed structure.</li> </ul> <p>If there are any concerns that the demographic make-up of the staff within the scope could be significantly altered by the final proposals, a stage 2 impact assessment will be undertaken.</p> |
| <p><b>Community cohesion</b></p> <p>Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town? *</p>   | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>Not directly relevant to decision. Staff within the scope of the review do not provide front-line services. The review has been designed to ensure that the Council is able to continue to meet all of its statutory duties of which community cohesion is one.</p> <p>Evidence used to inform this assessment includes analysis of statutory duties and previous Change Programme documentation.</p>   |

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| <p><b>2020 – the Mayor’s vision</b></p> <p>Could the decision impact negatively on the achievement of the vision for Middlesbrough?<br/>Does the decision impact on statutory duties associated with these key objectives? *</p>  | ☒ | ☐ | ☐ | <p>No. The structure is designed to enable achievement of the vision for the town and was proposed following its adoption by Council.</p>                                |
| <p><b>Organisational management / transformation</b></p> <p>Could the decision impact negatively on organisational management or the transformation of the Council’s services as set out in its transformation programme? *</p>   | ☒ | ☐ | ☐ | <p>This review fits in with this agenda – and is being put in place to ensure that there is strategic focus and drive to the Change Programme/transformation agenda.</p> |
| <p><b>Next steps:</b></p> <p>➡ If the answer to all of the above screening questions is No then the process is completed.</p> <p>➡ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.</p> <p>This assessment has indicated that there is sufficient information to assess the impact and that there will be no disproportionate negative impact on a group or individual because they hold a protected characteristic. In line with guidance, review proposals will now be subject to consultation. If these consultations identify any unforeseen concerns about the possibility of a disproportionate impact, the impact assessment process will be revisited.</p> |   |   |   |  |

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|---------------------------------|------------------|-------------------------|-----|
| <b>Assessment completed by:</b> | Mike Robinson    | <b>Head of Service:</b> | n/a |
| <b>Date:</b>                    | 22 December 2015 | <b>Date:</b>            | n/a |