Comprehensive Impact Assessment

Version 7.2 – October 2017

Equality Impact
Human rights
Rurality
Safeguarding
Information Governance
Community Safety/ Crime and Disorder
Environment
Health, Safety and Wellbeing
Business Continuity Management
**Comprehensive Impact Assessment Template**

<table>
<thead>
<tr>
<th>Assessment being undertaken</th>
<th>Economic Growth Budget Savings Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directorate:</strong></td>
<td>Economic Growth and Development</td>
</tr>
<tr>
<td><strong>Service:</strong></td>
<td>Economic Growth</td>
</tr>
<tr>
<td><strong>Name of Officer/s completing assessment:</strong></td>
<td>Becki Richards/Carol Bransgrove</td>
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<tr>
<td><strong>Date of Assessment:</strong></td>
<td>December 2017</td>
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1. **Why are you doing this CIA? – A brief explanation of the reason. Is it for: new/change in policy, procedures, strategy, function, service. (Please refer to the guidance for the definitions)**

   Following a report to Cabinet on 15 November 2017 ‘Council Business Plan, Budget 2018/19, Medium Term Financial Plan 2018-2022 and Residents’ Survey 2017’, each Service has been asked to undertake a CIA on any savings proposals identified, what the impact of those proposals may be and what risks/mitigations are in place before implementation is made.

2. **What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?**

   To meet the budget savings proposals identified for the Economic Growth Service:
   - Changes to economic development landscape/structure ensuring better alignment between Cornwall Council (CC) Service, Cornwall & Isles of Scilly Local Enterprise Partnership (LEP) and Cornwall Development Company (CDC) EDC1
   - Vacancy Management & other staffing efficiencies EDC3
   - CDC savings to be made to offset inflation assumptions EDC4
   - General Operational efficiencies EDC6
<table>
<thead>
<tr>
<th></th>
<th>Maximising grant and other funding opportunities EDC9</th>
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</table>
| 3. | **Who implements or delivers the above?**  
State if this is undertaken by more than one team, service, and department including any external partners. |
|   | The Economic Growth Service works alongside Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) to maximise the sustainable economic development of Cornwall. Our Service Director is the Chief Executive Officer of the LEP and we collectively support the LEP Board to create and implement the Cornwall and Isles of Scilly Strategic Economic Plan. The plan encompasses a culture strategy to inform planning and development decisions for Cornwall and the Isles of Scilly, alongside a £1bn investment programme to contribute towards overall growth and employment.  

The savings identified by and for the Service will be implemented by the Service Director and Senior Leadership Team consisting of:  

Head of Economy, Skills and Culture  
Head of Investment and Growth  
Head of LEP Governance and Operations  

They will be supported by 5th tiers across the Service. |
| 4. | **Equality and Diversity**  
- Who will be affected by this proposal? Is the proposal likely to result in positive or negative impacts/risks? If so what are they? What plans do you have in place, or are developing, that will mitigate the likely identified negative |
|   | **Who will be affected by this proposal?** *(Include consideration of the protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (incl. Cornish Minority), religion & belief, sex and sexual orientation; also different employee groups such as part-time, on-call or ‘hard to reach’ employees)*  
Both internal and external users of the Service will be impacted by these budget proposals.  
Internally – the proposals regarding vacancy management, staffing and operational efficiencies will have implications in terms of job opportunities and role accountabilities. The impacts for individuals will be managing in accordance with the Council’s Organisational Change Policy |
impacts/risks? This section should include reference to the 9 protected characteristics as referenced in the Equality Act 2010. Consideration should also be given to the Cornish status different employee groups such as part-time, on-call or ‘hard to reach’ employees – see CIA guidance for further information.

<table>
<thead>
<tr>
<th><strong>What are the positive impacts/risks – if any?</strong></th>
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<tr>
<td>Opportunities for staff development, motivation and engagement. The positive impacts will mean the Service will have reviewed what it offers to other services, partners and stakeholders. As a result there will be more of a focus on inclusive growth ensuring that as many people as possible contribute to and from growth. With regard to staff, the Service will be looking at how its day to day activity can be delivered differently, streamlining processes as appropriate.</td>
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<tr>
<th><strong>What are the negative impacts/risks – if any?</strong></th>
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<tr>
<td>Focusing more on generating income and becoming more commercially orientated may see a higher risk that some staff/individuals will struggle with this change in culture. It will therefore be necessary to ensure proper engagement/learning and development assist in developing staff with the necessary skills to become more commercially aware.</td>
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supported by the Service’s HR Business Partner.

There may be individuals impacted by the proposals who may not currently be at work due to maternity leave or sickness absence. Steps will be taken to ensure that all impacted individuals receive the same information relating to the proposals whether they are currently in work or not.

Staff engagement took place earlier in the year where staff were informed of forthcoming budget savings. Further staff engagement will take place in February once the proposed budget savings have been considered in line with formal approval given in the Council’s budget in February 2018.

Externally – The Service is currently heavily reliant on EU funding, time limited and restricted-in-scope posts. The service review ensures a core team can be established to ensure that CIoS can compete in a post-Brexit economic environment and contribute to aggregate economic productivity. The transformation will be phased to ensure external and capital funds can be maximised to support the growth of the delivery agenda i.e. the capacity of the team will be aligned to the scope of delivery requirements.
Non-specific identification could have wellbeing implications for protected characteristic staff in remaining Service who may be required to deliver gap in work.

**RAG Score – 6**

<table>
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<tr>
<th>5.</th>
<th><strong>Human Rights</strong> - Who will be affected by this proposal? Is the proposal likely to result in positive or negative impacts/risks? If so what are they? What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks?</th>
</tr>
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</table>
| | **Who will be affected by this proposal?**  
Staff and Customers. No impacts have been identified at this time but it is recognised the impact from different economic programmes to review how the Service is conducted more efficiently in future will need to be reviewed as they develop to ensure customers are considered in those reviews and CIA completed as appropriate.  
**What are the positive impacts/risks – if any?**  
Better service provided to our partners and stakeholders following improvements to activity the Service provides.  
**What are the negative impacts/risks – if any?**  
If the Service is unable to meet the savings and income generation identified, then the Service would need to review what areas could be reduced such. In addition, there is a risk that income generation is not sustainable over the medium/long term.  
**RAG Score: 2** |
| 6. | **Rurality** - Will this proposal have a positive or negative impact for those living in rural communities? If so what are they? What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks? | **What are the positive impacts – if any?**  
The Service gathers economic intelligence and trend analysis to ensure requirements are targeted and processes streamlined to delivery more effectively and efficiently with the resources the Service has.  
**What are the negative impacts/risks – if any?**  
If the Service is unable to meet the savings and income generation identified, then the Service would need to review what areas could be reduced. Using the economic intelligence and trend analysis available would need to consider whether what the Service provides is proportional to rural areas.  
**What plans do you have in place, or are developing that will mitigate the likely identified negative impact/risk?**  
As new economic programming are developed to review processes to ensure the Service is efficient and transformed to working differently, CIA’s will be completed as appropriate to ensure any impacts are identified as specific projects/programming are developed.  
**RAG Score:** 1 |
| 7. | **Safeguarding** - Who will be affected by this proposal? Is the proposal likely to result in positive or negative impacts/risks? If so what are they? What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks? | **Who will be affected by this proposal?**  
It is not anticipated that any efficiencies to the service will result in any changes to the level of safeguarding awareness of staff or compromise service standards and good practice.  
**What are the positive impacts/risks – if any?**  
Safeguarding awareness will be reinforced through any changes in ways of working/service to the customer and managers will be reminded of who Safeguarding Advocates are.  
**What are the negative impacts/risks – if any?**  
None envisaged at this time. |
| Impacts/Risks? | **What plans do you have in place, or are developing that will mitigate the likely identified impact/risk?**  
Safeguarding is a part of the Council’s essential training and staff will be signposted to eLearning.  
**RAG Score: 2** |
|---|---|
| **8. Information Governance** – What type of information will be required to deliver this proposal? Is the proposal likely to result in increased risks to the information? If so, what are they? What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks? | **What type of information will be required to deliver this proposal?**  
Personal data will be used during the service transformation to implement different ways of working to deliver a more efficient service. As part of the restructure consultation process home addresses will be used to formally write to staff regarding their post which will include salary information. The restructure complies with the corporate information management policy in relation to what approach will be taken to protect and manage data including staff personal information and status. This included the reason for holding the data, how long the data will be kept, any instances it will be disclosed and when the data is destroyed. This is managed in accordance with the required legislation. Any breaches of data security result in corrective action from the ICO and the Council.  
Information from external organisations is required to assess potential implications in developing different management models for the cultural services sector. This will comply with the corporate information management policy.  
**Is the proposal likely to result in increased risks to the information, if so what are they?**  
No more risks than those currently considered business as usual.  
**What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks?**  
Personal data will not be disseminated to anyone lower than 4th Tier (i.e. Senior Leadership Team) in terms of FOI/EIR requests and information used as per data protection principles. Data will be required to inform economic programmes/improvement projects however it is too early to identify what specific data will be required outside the standard data sets that are readily available. Later elements of each project may require some form of data sharing but this will be assessed in later... |
| 9. | Community Safety/Crime and Disorder - Who will be affected by this proposal? Is the proposal likely to result in positive or negative impacts/risks? If so what are they? What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks? | CIA’s related to that activity.  
**RAG Score:** 4 |
| **Who will be affected by this proposal?** | **What are the positive impacts/risks – if any?**  
The Service is an important place-based function it is not overtly customer facing. However, the Economic Growth Service programmes and projects are directed at enhancing communities therefore do consider community safety/crime and disorder. Separate CIA(s) will be required to look at these issues in more detail as appropriate on a project by project basis this is much dependant on the geographical location of project activity. |  
**What are the negative impacts/risks – if any?**  
To be quantified as required in specific CIAs for each project.  
**What plans do you have in place, or are developing that will mitigate the likely identified impact/risk?**  
The development of specific CIAs for economic programmes as they arise.  
**RAG Score:** 1 |
| 10. | Environment - How will the environment be affected by this proposal. Is the proposal likely to result in positive or negative impacts? How will these impacts be maximised | **What are the positive impacts/risks – if any?**  
Operational efficiencies will require closer working with other services e.g. Environment in order to continue to deliver shared priorities with reduced budgets.  
**What are the negative impacts/risks – if any?**  
There is a risk that by meeting our operational efficiencies we are less able to meet environmental priorities or aims in terms of environmental aspects of project delivery. |
or minimised. Will this project deliver towards the Council’s ambition of environmental growth?

| What plans do you have in place, or are developing that will mitigate the likely identified impact/risk? |
| Production of a specific CIA as operational efficiencies are identified through separate economic programmes. |
| RAG Score: 2 |

11. **Health, Safety and Wellbeing** - Who will be affected by this proposal? Is the proposal likely to result in positive or negative impacts/risks arising from: Individual lifestyles, social and community influences, living, working and economic conditions, access to or quality of services or any other direct or indirect effects on health, safety and well-being? If so what are they? What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks?

| Who will be affected by this proposal? |
| This programme has a number of projects to transform the service to deliver the service differently and meet it operational efficiencies which includes employee engagement, maximising staff skills, staff wellbeing and effective implementation of new ways of working. |

Each project carefully considers the impact of new ways of working on staff. Part of this programme encourages staff to engage with the ‘Supporting People through Change’ framework which aims to provide relevant and timely support to all employees affected by the changes. This framework has been developed by the Health and Wellbeing service.

| What are the positive impacts/risks – if any? |
| Opportunities for staff development, motivation and engagement. |

| What are the negative impacts/risks – if any? |
| There are negative impacts due to uncertainty in respect of ongoing employment, changes to work practices and how services will be delivered in the future. The transition period may mean that whilst new positions are recruited could result in increased workload for members of staff already in post. If certain identified posts are put on hold due to further budget uncertainty this will continue to result in increased workload for staff already in post. |

| What plans do you have in place, or are developing that will mitigate the likely identified impact/risk? |
| The ’supporting people through change’ framework aims to support all employees through this |
challenging time, making it easy for you to find and access the information, training, health and wellbeing support to help mitigate the negative impacts. This framework has been developed by the Health and Wellbeing service. Line Managers ensure that all affected staff have access to support to manage the personal impact on them and undertake risk assessments as appropriate including stress risk assessments if applicable.

Staff are actively encouraged to speak to their manager or a member of the Senior Leadership Team if support or guidance is required.

RAG Score: 9

| 12. **Business Continuity Planning** - Is there a Business Continuity plan in place that will be affected by the proposed changes and, if not, has the area been assessed to identify priority processes or functions? Who will be affected by this proposal? Is the proposal likely to result in positive or negative impacts/risks arising? Are all interdependent service areas covered by the CIA and are there any single points of failure?

| **Who will be affected by this proposal?**  
Staff, projects, stakeholders and partners.

| **What are the positive impacts/risks – if any?**  
Services to projects, partners and stakeholders should be improved by the Economic Growth Service working more efficiently and effectively with improved satisfaction levels and increase in additional income to the service to meet demands.

| **What are the negative impacts/risks – if any?**  
If the Service is unable to meet the savings identified, then the Service would need to review what areas could be reduced such as other project or programme activity. This would impact through less ability to look at individual’s needs and resolve complaints earlier. Income generation is not sustainable as this is not fixed income over the medium/long term. These impacts would need to be assessed through individual CIAs.

| **What plans do you have in place, or are developing that will mitigate the likely identified impact/risk?**  
Business Continuity Plan to be reviewed to reflect new service structure.
<table>
<thead>
<tr>
<th>failure identified?</th>
<th>RAG Score: n/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Have the impacts identified in Questions 4 to 12 been assessed using up to date and reliable evidence and data? Please provide a link to the evidence/data or state what the evidence/data is. The data and research page on the intranet is a useful resource. Do you need to engage or consult with any representative group/s? Are our staff affected? Have the unions or staff forums been involved? If not do they need to be?</td>
<td>The Service Director has conducted challenge sessions with their senior leadership team which identified what was realistic and has worked with accountants and Directorate Leadership Team (DLT). The Planning and Economy Portfolio Holder has also been consulted with to ensure they are aware of implications on not meeting the savings and efficiencies and income realisation. Development of operational efficiencies and different ways of working will be cascaded to the rest of the Service through team briefs, away day and wider communication i.e. email.</td>
</tr>
<tr>
<td>14. Are there other implications not covered by this CIA that need to be considered?</td>
<td>Economic Growth Service functions are predicated on delivering the economic growth agenda. This largely falls in developing against available economic growth funding programmes. In light of BREXIT and changing programming models e.g. UK Shared Prosperity Fund there as yet unknown implications that will need consideration in relation to the budget saving measures.</td>
</tr>
<tr>
<td>Refer to the Committee Report Template Guidance page for further information.</td>
<td>The Service is transitioning to the capitalisation of some of roles against the Investment Programme as agreed by Cabinet on 15 November and approved by Full Council on 21 November. CDC are developing business cases to enable them to transition to new models post-EU funding (developing through the Corserv four year business plan period).</td>
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</table>
Summary of risks. What course of action does this CIA suggest you take? More than one of the following may apply. Please state the Residual Risk score. (Refer to the CIA Guidance regarding Risk Management)

<table>
<thead>
<tr>
<th>Outcome 1 - <strong>Green</strong>: No change required.</th>
<th>The CIA has not identified any potential for adverse impact or risk. (Residual risk score of 6 or less)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 2 - <strong>Amber</strong>: Continue with the proposal but mitigate the identified risk/s.</td>
<td>Despite the potential of an adverse risk/impact continue but make sure you have suitable mitigation plans in place to manage and monitor the risk or impact. (Residual risk score of 8 to 16)</td>
</tr>
<tr>
<td>Outcome 3 - <strong>Red</strong>: Stop and rethink.</td>
<td>The risk and/or impacts may not be acceptable even with mitigation. (Residual risk score of 20+)</td>
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Highest Risk Score

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Summary of this CIA

(Please copy and paste information from this summary into the relevant section(s) of the report template)

- What are the key risks/impacts – both positive and negative?
- Are there any groups affected more than others?
- What were the identified risks and their mitigation?
- Do you consider that the identified risks are cumulative? If yes make this clear in the Summary.
- What course of action are you advising as a result of this CIA?

Economic Growth Service functions are predicated on delivering the economic growth agenda. This largely falls in developing against available economic growth funding programmes. In light of BREXIT and changing programming models e.g. UK Shared Prosperity Fund there are yet unknown implications that will need consideration in relation to the budget saving measures.

What are the positive impacts/risks

- Futureproofing against impact of Brexit and fit for purpose to deal with new funding landscape
- Staff retention
- Improved performance – flexible approach to delivery of economic growth and investment as part of the Economic...
Growth and Development Directorate

- Smart client resource to ensure maximum impact from arm’s length delivery
- Cross-working between business and Council to deliver aims of Vision 2030

**What are the negative impacts/risks**

- Uncertainty of Brexit timescales
- Loss of expertise
- Failure to deliver current commitments and future ambitions for growth
- Failure to agree with Government a suitable post Brexit growth environment for CIoS.
- Failure to offer sufficient strategic leadership that ensures SEP Implementation, including Growth Deal and EU Growth Programme

**DEAG Review date: 23/01/2018**

**Comments from DEAG**

Adjustments/comments have been made and incorporated in to the CIA. This has been reviewed by members of the DEAG and confirm it is now appropriate to sign off.