

CSW Transition Project

Comprehensive Impact Assessment

January 2014

Equality Impact Assessment
Safeguarding Assessment
Information Management Assessment
Community Safety Assessment
Health, Safety and Wellbeing

Comprehensive Impact Assessment Template

Assessment being undertaken	Project assessment – new project
Project Name:	CSW Transition Project
Service:	Young People IAG and Career Advice Services
Name of Officer/s completing assessment:	Tony Neal on behalf of CSW owners
Date of Assessment:	14/01/14
DEAG Sign off for E & D impacts only	
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)	<p>This CIA is being done in relation to a new project to review the operation and working of CSW to increase its commercial focus and change the legal operation of the Board.</p> <p>The CIA scope is the project to manage Transition only – it is not an assessment of the services currently delivered by CSW to Local Authorities and other customers, as these services will not be impacted by the Project.</p>
2. Who implements or delivers the above in (1)? State if this is undertaken by more than one team, service, and department including any external partners.	The implementing team is the Project Group as defined in the Project PID document, supported by Owner Representatives from each of the four Owing Councils, acting as Sponsors, and also drawing on expertise from across the CSW organisation (HR, IT, Legal, Finance).

<p>3.</p>	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc? Refer to the CIA Guidance for the themed assessments.</p>	<p>The project is mostly internally focussed to CSW managers and staff, although there will be impacts on Owner Local Authorities, in terms of how they interact with and control the business ongoing, and with existing customers in respect of the implementation of a new CRM system.</p> <p>A structured approach to Change Impact and Readiness Assessment has been adopted and will be used to evidence and monitor impacts, issues and the actions needed to support change effectively across all those affected. Assessments will be run for:</p> <p>CSW Senior Management Team CSW Staff CSW Customers</p>
<p>4.</p>	<p>Explain the positive and/or negative impacts/risks for the group/s identified in (3) above? Are particular groups more affected than others?</p>	<p>The greatest impacts in terms of working practice, the introduction of new metrics and the impact of changes to Board working will be the CSW Senior Management Team. They will also be most impacted by the succession of two current Directors. The impacts are generally positive but the issue will be around capacity of the SMT to adapt their working successfully, and to accept more structured Job Descriptions with associated performance metrics and standardised reporting requirements into the new General Board and Owner Group.</p> <p>CSW Staff who are focussed on delivering services in the field will see only limited impact, mostly associated around their interaction with the CRM system. However,</p>

		CSW staff in Head Office functions, particularly Finance, and HR, will see a number of changes to how they currently work and the information and reporting requirements of the new Board and organisation. Staff in ICT will be impacted in so far as they will need to configure, test and implement the new CRM system. CSW Customers will see changes to how their information is stored and used by CSW, and should see a positive impact from the CRM system in terms of how they are engaged and managed by CSW.
5.	Is the proposal likely to result in positive or negative health, safety and wellbeing impacts arising from: Individual lifestyles, social and community influences, living conditions, working conditions, economic conditions, access to or quality of services or any other direct or indirect effects on health, safety and well-being? What particular groups are affected more than others and why?	No, although these are all elements which will need to be considered as part of the management of change to ensure that any potential issues are identified and managed appropriately. But from the perspective of this project, there are no expected impacts in these areas.
6.	Is the proposal likely to result in positive or negative community safety/crime and disorder impacts? If so what are they?	No
7.	Have the impacts identified in 4, 5 and 6 above 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. Are any of these groups vulnerable? Do you need to engage or consult with any representative group/s?	Yes. A structured Change Impact and Readiness Assessment tool has been used by the Project Group to consider the perspectives and impact of the SMT, CSW Staff and CSW Customers, and so identify areas of risk. Where risk has been identified, management actions have been identified and put into the Project Plan to address

	<p>Are staff affected? Have the unions or staff forums been involved? If not do they?</p>	<p>them. The Assessments will be re-run on a monthly basis to monitor readiness and impacts ongoing.</p> <p>The Project Group have also specifically checked for any particular needs or requirements in respect of engagement in terms of diversity, disability and information management.</p> <p>Staff will be impacted by this project. They will be consulted through their managers in team meetings and briefings, and through a companywide consultation process. HR are being involved to advise and support this process.</p>
8.	<p>What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts/risks?</p>	<p>All risks are documented within the project Risk Log and have actions to mitigate them defined. These actions are added into the Project Plan, with related references, to show that they are risk related. As the actions are completed, the Risk is reviewed and, when appropriate, closed.</p>
9.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? The full impact of the policy/decision may only be known after the proposals have been implemented.</p>	<p>It is planned that Change Impact Assessments will be run monthly as the project is run and will also be run a month after completion of the project, to ensure any ongoing or unexpected impacts are understood and managed.</p>
10.	<p>Are there other Legal or Council Governance issues that need to be considered? If yes the please explain.</p>	<p>Yes. The Transition Project is mostly internal to CSW in its impact, but it requires the sponsorship and approval of the owner Councils in order to make the legal changes needed to set up the General Board and Owner Group, and amend the current Member Agreement and associated Articles. This agreement will be managed on</p>

		behalf of the Project by the Owner Representatives, using documentation and information provided by the Project Group.
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What course of action does this CIA suggest you take? More than one of the following may apply (Refer to the CIA Guidance regarding Risk Management)	
Outcome 1 - Green: No major change required. The CIA has not identified any potential for adverse impact or risk	
Outcome 2 - Green: Mitigate risk identified by the CIA. Are you satisfied that the proposed adjustments will mitigate the risk?	✓
Outcome 3 - Amber: Continue the policy despite potential for an adverse risk impact. You will need to ensure that the CIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact/risk and/or plans in place to monitor the actual impact.	
Outcome 4 - Red: Stop and rethink when the CIA shows a residual risk score of 20 or more	

Summary of your proposals (Copy and paste into the report template)
<ul style="list-style-type: none"> • What are the key risks/impacts – both positive and negative • What course of action are you advising as a result of this CIA • Are there any groups affected more than others
No specific actions are required beyond the regular re-assessment of Impact and Readiness and completion of the actions already identified within the Project Plan.