Section 4   Integrated Impact Assessment

Summary Report Template

Each of the numbered sections below must be completed

Interim report		Final report	x

(Tick as appropriate)

1.   Title of plan, policy or strategy being assessed

Our Future Council People Strategy 2021-2024

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

This People Strategy sets out the next chapter of our workforce journey.

It lays out what colleagues should expect from the Council as their employer and what the Council expects from their workforce and seeks to continue to drive the cultural transformation we aspire to – one of respect and inclusivity. This includes the behaviours we should all demonstrate at work and a commitment to hold colleagues to account when they don't live up to these behaviours.

We'll continue to ensure we all have the training we need to do our jobs well and continue to provide preventative and reactive support for colleagues' wellbeing.

This next chapter of our workforce journey reinforces our determination to further develop our organisational culture, building on our strengths and sharpening our focus on the areas for improvement.

We'll closely monitor our progress using the Planning and Performance Framework and ensure that this document evolves (as we deliver upon our actions and to accommodate flexibility as called for).

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

No public involvement to date. It is not required practice to consult the public on an inward employee focused strategy.

4.   Date of IIA

30 March 2021

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
James Bertram	HR Consultant (Facilitator)	07/11/2019	James.bertram@edinburgh.gov.uk
Katy Miller	Head of HR (Lead Officer)	n/a	Katy.miller@edinburgh.gov.uk
Steven Wright	Lead Consultant HR Strategy	07/11/2019	Steven.Wright@edinburgh.gov.uk
Annette Smith	Executive Assistant	n/a	Annette.Smith@edinburgh.gov.uk
David Latimer	Operations Manager, Facilities Management	n/a	David.Latimer@edinburgh.gov.uk
Carey Fuller	Sector Manager	n/a	Carey.Fuller@edinburgh.gov.uk
Scott Dunbar	Senior Manager	n/a	Scott.Dunbar@edinburgh.gov.uk
Bobby Nwanze	Property Assistant	n/a	Bobby.Nwanze@edinburgh.gov.uk
Eleanor Kay	Relationship Lead	n/a	Eleanor.Kay@edinburgh.gov.uk
Charlotte Flemming	Senior Solicitor	n/a	Charlotte.Fleming@edinburgh.gov.uk
Elin Williamson	Business Growth and Inclusion Senior Manager	n/a	Elin.Williamson@edinburgh.gov.uk

Brian Robertson	Unite Union Rep	n/a	Brian.Robertson2@unitetheunion.org

6.   Evidence available at the time of the IIA

Evidence	Available?	Comments: what does the evidence tell you?
Data on populations in need	Y	iTrent data available, Annual Workforce Control & Workforce dashboards
Data on service uptake/access	Y	iTrent data available, Annual Workforce Control & workforce dashboards
Data on equality outcomes	Y	iTrent data available & workforce dashboards
Research/literature evidence	Y	iTrent data available; Annual Workforce Control; Gender Pay Gap; Workforce dashboards; People Strategy 2017-2020 & evaluation of; Diversity & Inclusion Strategy; Culture Capture - Purpose & Behaviour led organisation; CIPD People Strategy research.
Public/patient/client experience information	N/A	
Evidence of inclusive engagement of service users and involvement findings	N/A	
Evidence of unmet need	N/A	
Good practice guidelines	Y	Fair Work Commitments; CIPD People Strategy Research;
Environmental data	N/A	
Risk from cumulative impacts	N/A	
Other (please specify)	N/A	
Additional evidence	N/A	

Evidence	Available?	Comments: what does the evidence tell you?
required		

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

Equality, Health and Wellbeing and Human Rights	Affected populations
Positive	
Recognising that as an overarching strategy if we get the key elements right there will be huge benefits to the vast majority of our colleagues, customers and our brand / Employee Value Proposition.	Permanent & temporary employees and casual, supply & agency workers.
All our colleagues will be given the opportunity to demonstrate their ability regardless of age, disability, sex, gender, race, marital status, sexual orientation, religious or political beliefs.	
We're committed to creating a workplace culture where all our people feel valued, included and able to be their best at work, and we recognise the benefits that a diverse workforce with different values, beliefs, experience, and backgrounds brings to us as an organisation.	
We want to attract and retain a diverse workforce that reflects, and can respond to, the diverse needs of the citizens of Edinburgh. This includes being more innovative, far reaching and diverse in our recruitment channels and, ensuring we are offering Flexible Working options at all times where this is feasible.	
Our People Strategy, which is underpinned by more detailed people-related strategies and plans (such as our Diversity and Inclusion Strategy), sets out our cultural ambitions in terms of where we want to be and our action plan outlines the key 'building blocks' we need to put in place in order to move us forward.	
As an employer that is committed to pay the Scottish Local Government Living Wage. Beyond this commitment, we want to work with trade unions and colleagues further explore what more we can do to ensure we support the local employment market by offering opportunities with a modern and fair approach to	

pay and benefits and working practices. This also includes for entry level roles; this is especially evident for modern apprenticeships where offer competitive pay when compared with the private sector.	
Negative	Colleagues who currently don't have access to council systems or email.
Around 5000 council colleagues don't have a council email address and are unable to access to council information and systems including the Orb and MyHr. This causes inequality of accessibility to information for this group of staff. The Council are looking at options to mitigate this issue including the your total mobile platform.	
Concerns that the strategy and our policies in general are worded in a way that is not accessible to colleagues with lower levels of literacy, it was suggested that a summary sheet highlighting the key information could be developed to help with this concern.	Colleagues with learning difficulties or lower levels of literacy.
It was noted that colleagues that do not work in an office-based environment may suffer detriment to their personal development and learning due to the nature of their work and not having dedicated time available for learning. This is also true of the 5000 colleagues that can't access council systems including digital learning content.	Colleagues who currently don't have access to council systems or email.
It was suggested the learning currently available on Cecil is limited for colleagues on lower grades and appears to be manager centric.	Colleagues on lower grades / non managerial roles
It was highlighted that managers leading large teams or in a technical role could already be at full capacity and as such the governance of effective and regular 1:1 conversations / work reviews suffer detriment.	Managers and Colleagues directly affected

Environment and Sustainability	Affected populations
Positive	
Embedding smart-working after the covid-19 pandemic with increased flexibility for home working for office-based staff helping to reduce our carbon footprint.	All colleagues who currently commute and/ or travel for work.

Negative Colleagues living alone would have limited human contact which could impact their health	Colleagues living alone

Economic	**Affected populations**
Positive As mentioned above as a living wage employer we ensure young people starting in modern apprenticeship roles and colleagues in entry level positions are payed a fair wage often more than what is offered by the private sector.	Modern Apprentices and colleagues in entry level roles.
Negative Budget challenges and pre-approved savings in relation to our workforce will lead to organisational reviews and a reduction in overall headcount within our organisation including voluntary redundancy.	Employees selecting to leave the organisation via Voluntary/ Redundancy & VERA as a result of organisation reviews.

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)

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, 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?

This strategy is internally facing and there are no significant negative impacts anticipated on the population groups cited in previous sections.

15. **Sign off by Head of Service/ Project Lead**

   Name Katy Miller

   Date 12ᵗʰ April 2021

16. **Publication**

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

Section 5   Contacts

- **East Lothian Council**

Please send a completed copy of the IIA to equalities@eastlothian.gov.uk and it will be published on the Council website shortly afterwards. Copies of previous assessments are available via http://www.eastlothian.gov.uk/info/751/equality_diversity_and_citizenship/835/equality_and_diversity

- **Midlothian Council**

Please send a completed copy of the IIA to zoe.graham@midlothian.gov.uk and it will be published on the Council website shortly afterwards. Copies of previous assessments are available via http://www.midlothian.gov.uk/downloads/751/equality_and_diversity

- **NHS Lothian**

Completed IIAs should be forwarded to impactassessments@nhslothian.scot.nhs.uk to be published on the NHS Lothian website and available for auditing purposes. Copies of previous impact assessments are available on the NHS Lothian website under Equality and Diversity.

- **The City of Edinburgh Council**

Completed impact assessments should be forwarded to Strategyandbusinessplanning@edinburgh.gov.uk to be published on the Council website.

- **City of Edinburgh Health and Social Care**

Completed and signed IIAs should be sent to Sarah Bryson at sarah.bryson@edinburgh.gov.uk

- **Edinburgh Integration Joint Board**

Completed and signed IIAs should be sent to Sarah Bryson at sarah.bryson@edinburgh.gov.uk

- **West Lothian Council**

Complete impact assessments should be forwarded to the Equalities Officer.